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REQUEST FOR EXPRESSION OF INTEREST

MARION COUNTY ELECTION BOARD
ELECTION SYSTEMS AND SERVICES

SEPTEMBER 18, 2013

1.   INTRODUCTION

The Marion County Election Board ("Board") seeks information relating to the potential to enter into a contractual arrangement with one or more qualified providers for new election machines, equipment, systems and services for Marion County, Indiana. The Board has determined that the such contracts ("Agreement" or "Agreements") with one or more election system and service vendors ("Respondents", herein) may be desirable, and the Board desires to solicit submissions in response to this Request for Expression of Interest (REI) from firms interested in providing those products and services. This REI contains questions regarding relevant qualifications, experience and interest and instructions on response and submittal. Submissions in response to this REI shall be submitted on or before 4:00 p.m. October 11, 2013 in accordance with the instructions provided in Section 6 of this REI.

2.   BACKGROUND

The bi-partisan Board is one of the governmental bodies charged with administering elections in Marion County (Indianapolis), Indiana, and is the body responsible for preparing the various systems that permit votes to be cast, tabulated, reported and certified in county elections.

Through the November 2000 presidential election, Marion County – like many jurisdictions – used lever machines at its precincts to tally results of each race. Lever machine technology dates back to the late 19th century and was widely used until the 1960s when punch-card technology was favored due to lower cost. The 2000 presidential election raised concerns about the effectiveness of punch card voting systems and low-tech lever machines. Congress responded to those concerns and passed the Help America Vote Act (HAVA) in 2002. This legislation pushed for the use of better technology to tabulate and store ballots cast each election.

Part of HAVA included financial support to the states to purchase new voting systems. Marion County used federal HAVA funds to purchase the Election Systems and Software, Inc. ("ES&S") M100 optical scan machine, which uses paper ballot cards completed by the voter and read by the machine to tally results. At that time, it also entered into agreements with ES&S to provide licenses for election systems software, as well as software maintenance, hardware maintenance and other election support and training services. The M100 was first used in the 2003 primary election.

In 2006, HAVA was revised to require jurisdictions to provide a confidential voting experience for all voters, especially those with a disability. Because the M100 only offered paper ballot cards that are difficult for some voters with disabilities to use, the county purchased additional ES&S iVotronic touch screen machines. This type of direct recording electronic (DRE) machine allows a voter to touch the screen or use navigational buttons to mark a virtual ballot. Another feature is the audio-ballot, where a voter with a visual disability can 'listen' to their ballot and make their selections using Braille-enabled buttons.

The decision was made to place one M100 at every precinct and at least one iVotronic at every polling location to comply with HAVA requirements.[1] A system was devised to 'marry' the iVotronic to the M100 through a PEB reader. The reader is a small piece of equipment where the PEB is inserted into the base and then the device is connected to the M100 scanner via a serial cable. This connection transmits the information from the PEB to the scanner to collate results. Marion County, Indiana is the only jurisdiction in the United States to use the PEB reader in this manner. The iVotronic and M100 pairing was first used in the 2006 general election.

In December 2007, Marion County consolidated precincts from 917 to 590, resulting in fewer poll workers, more efficient use of voting systems, and streamlined operations. Today, Marion County has 600 precincts and continues to have precinct-based voting where most voters go to their home precinct on Election Day to cast their ballot. On Election Day, voters travel to one of approximately 300 polling locations to cast their ballots at their particular precinct. Obviously, many polling locations accommodate more than one precinct – sometimes as many as four precincts. Other voters use early voting options, including voting by mail, in-person in the Clerk's Office and by a bi-partisan traveling board. Marion County opened additional early voting locations, called satellite sites, in the 2008 and the 2009 elections. Subsequently, satellite sites have not been opened because the Election Board has lacked the statutorily-required unanimous agreement among its members to implement a satellite voting plan. Historically, the Election Board has provided for delivering and counting absentee ballots at each of 600 precincts during Election Day. In 2013, state law changed to require the Election Board to count absentee ballots at a central location, as opposed to delivering absentee ballots to each precinct and counting absentee ballots at the precinct.

In 2009, Marion County entered into an agreement with RBM, Inc. to provide some of the election support and training services. The software licensing and maintenance agreements with ES&S and the election services agreement with RBM are set to expire before the end of the year in 2014.

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[1] *Like most jurisdictions, every Hoosier voter lives in a precinct, the smallest geographical unit that comprises all legislative districts. In Indiana, polling locations are where voters vote on Election Day, and multiple precincts can be co-located in one polling location. In the 2012 presidential election, Marion County had 600 precincts but only 305 polling locations.*

Marion County currently owns approximately 737 optical scan voting machines and 613 DRE voting machines, and makes both machines available for voting at polling places.

Marion County's fleet of aging voting equipment is nearing the end of its useful life. Though the current system continues to be maintained and serviced and remains in working order, replacement parts are becoming increasingly difficult to secure as the older technology is retired. Additionally, current software and service contracts expire on December 31, 2014, and it is unclear whether current systems will continue to be supported by the vendor or remain certified by the State of Indiana.

More than ten years after HAVA was passed, and new voting systems adopted, Marion County finds itself in a position to consider how to potentially better and, perhaps, more cost effectively meet the future needs of voters by exploring the possibility of purchasing a new voting system. To help inform the process, the bi-partisan Election Board launched the Voter Experience Project in February 2013. The first phase of the project brought together constituent groups and political representatives to consider many facets of local election administration and provide their input to improve the process. The comprehensive report of the Voter Experience Project Study Group (accepted by the Election Board on August 14, 2013) (the "VEP Report") can be viewed in its entirety at www.indy.gov/VEP. Interested vendors are encouraged to fully review and analyze the VEP Report to understand the Election Board's needs before responding to this REI.

The second phase will be a series of public meetings to share the study group's input and solicit input from all Marion County residents. The community input phase will run concurrent with this REI process.

3.   OBJECTIVES

The Election Board is interested in exploring the possibility of entering into one or more agreements with vendors to provide election systems, machines, and services in a manner that improves the voting experience for Marion County voters and election administration by the Board. Such an agreement would result in a new voting system for Marion County that would attempt to achieve the following objectives (not listed in any order of preference or importance):

A.   Secure. The current system meets or exceeds state security standards. Security breaches with the county's closed system and rudimentary technology are difficult and, by experience, nonexistent. The technology and administrative procedures provide for ample checks and balances and exhaustive accuracy testing and auditing. As such, equipment tampering, equipment malfunctions, and operator error are easy to detect and isolate. Since votes are recorded on paper and electronically, vote totals are easy to verify and inconsistencies can be corrected on Election Day or during a recount or contest. If possible, future voting systems and methods should improve upon the security of the current system. But at very least, a new system should ensure that current level of security is maintained.

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B.   State certified. Any new voting system, and all necessary elements thereof, must be certified by the State of Indiana through the Indiana Election Commission (IEC) by the time the new system is purchased by the County. Respondents to this REI should only propose systems to the County that are IEC certified or at very least reasonably certain to be certified by the IEC before an ultimate purchase is made. The Board does not wish to waste time evaluating products that are not and will not ultimately be certified by the IEC.

C.   Cost effective. Whether to purchase new equipment in 2014 depends, in part, on the ability of the county to fund the purchase. The Board is interested in per unit costs for voting machines and cost estimates for other related hardware, software licenses, services, and other necessary materials and equipment for a new system. The Board welcomes ideas from vendors as to innovative and cost-effective ways to fund the purchase, implementation, and use of a new voting system.

D.   Accurate. The current system produces accurate results. There have been no reported or experienced instances of the county's current machines having mis-tabulated properly marked ballots without there being some form of operator error or easily detectable and alerted equipment malfunction. The current system also has adequate safeguards to alert voters and election officials of operator errors and system malfunctions and to prevent such anomalies from affecting other properly recorded ballots and votes. A potential new system should maintain current accuracy levels.

E.   Accessible (HAVA Compliant). All voting systems approved for use in Indiana are HAVA compliant and provide at least a minimum standard of accessible, confidential, and independent voting for voters with disabilities. A potential new voting system should improve accessibility for voters with disabilities. Under HAVA, a new system must include at least one direct recording electronic voting system or other voting system equipped for individuals with disabilities that permits all voters (including voters with visual impairments) equal access, privacy, and independence when voting.. (See 42 U.S.C. § 15481 (a)(3)). The inclusion of the DRE components/capabilities in a new voting system should be integrated seamlessly with the system as a whole, as opposed to combining two separate systems as is the current case. The speed and intuitiveness of the audio ballot capability for nonvisual voters in a potential new system should be improved over the current system. For many voters with disabilities, traveling to a polling location to vote is an activity outside their normal routine that requires, planning, preparations, and perhaps some level of anxiety. To the extent technology can be used to ensure ample and consistent time, space, and flexibility in a supportive manner, it should. Generally speaking, the greater the level of respect, ease and comfort provided to voters with disabilities, the less likely voters will experience a voting hardship.

F.   Adaptable. The county's current voting system has limited flexibility to accommodate potential changes to election law and voting methods. Elections are often different and may require different capabilities from one to the next. Election laws and mandated voting methods are also ever-evolving. A potential new voting system should be adaptable to accommodate the current precinct-based voting methods, as well as

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central absentee counting and other potential new voting methods before and on Election Day. The capability of a single machine to tabulate every ballot style for the county's current 600 precincts is particularly important in this regard.

G.   "Paper Trail". At this point in time, a new voting system must provide some form of verifiable and reviewable paper record of votes cast. The current system provides a verifiable paper record and maintains ballot secrecy. There is general recognition that eventually eliminating paper due to its functional redundancy, inflexibility, inefficiencies, and ongoing costs could reduce costs and increase efficiency in the future. However, voters have less comfort and faith in such electronic-only, paperless systems. Over time, voters' comfort level with using electronic-only, paperless systems could rise. Flexibility to switch from a "paper-trail" system to a "paper-less" system would be desirable.

H.   Ease of Use for Voters. The ease and quickness for most voters in the current system should be maintained or improved upon in a potential new system. The current DRE touchscreen voting apparatus, the HAVA compliant system for voters with disabilities, is not as fast or intuitive as optical scan ballot card voting. The audio ballot capabilities of the current system are legally compliant, but exceedingly slow and cumbersome to operate by voters and poll workers. This should be improved in a potential new system. To the extent DRE touchscreen and audio ballot voting play a larger role in future voting, an optimal number of additional voting machines (i.e. more than one per precinct/location) should be procured and used in each location to lessen the effects of the slower rate of vote casting.

I.   Ease of Use for Poll Workers. The current system is difficult for poll workers to assemble, initiate, shut down, and disassemble. A new system should attempt to drastically simplify and improve voting machine initiation and shut down operations. By contrast, (once initiated) it is easy and quick for many voters to vote using the current optical scan ballot card voting methods and technology. The ease and quickness of voting and casting a ballot is essential to maximizing the voting capacity of every voting location and mitigating the risk of long lines that dissuade or effectively prevent voters from voting on Election Day.

J.   Small "footprint" for small voting spaces. In recent years, many polling locations lack sufficient space for voting to occur on Election Day in Marion County. Care must be given to ensure plentiful space to navigate around poll worker tables, voting machines and/or booths. A new voting system should have as small a "footprint" within a polling place as possible to maximize accessibility, as well as maximize the number of votes that can be quickly marked and tabulated (by one machine or numerous machines) per precinct in each polling location during a typical 12-hour Election Day.

K.   Accommodates Absentee/Early Voting. Many benefits to robust absentee/early voting programs have been identified and, at times, experienced in Marion County. A new voting system should provide for an easy, adaptable, and efficient program for early and absentee voting – by mail, in person, travelling absentee board and military/overseas. A new system should be adaptable so as to allow for future possible

expansion of early in-person voting in Marion County, as well as an efficient program for tabulating and integrating a centralized count of absentee ballots on Election Day in one location.

L.   System durability. The current system has been in use and performed relatively well and consistently for over a decade and used (in some form) for the last 18 Marion County elections. A new voting system (providing for anticipated hardware use, maintenance, and replacement) should be at least as durable as the current system, and if possible provide greater durability.

*Note regarding ePollbooks. There is not consensus in Marion County as to whether electronic pollbooks should be utilized for county elections. Vendors should not include information on electronic pollbooks in their submissions.

4.   ANTICIPATED DELIVERABLES FOLLOWING A POTENTIAL FUTURE REQUEST FOR PROPOSALS (RFP) PROCESS

A.   State certified voting equipment for 600 or more precincts, absentee/early voting, and centralized absentee ballot counting that would permit the Election Board to administer all elections in Marion County in a manner that complies with the Indiana Election Code in all respects. This should include all hardware for recording, tabulating, and printing records ("paper-trail" and machine results) by precinct for each election, as well as any equipment or hardware necessary to transmit results from precincts to central database for integration and tabulation of results and election reporting.

B.   Software Licenses to accomplish all necessary system functions, including but not limited to the following:
> i.   Data management software
> ii.   Ballot creation software
> iii.   Ballot printing software
> iv.   Hardware programming software
> v.   Election reporting software
> vi.   Communication or other network software
> vi..   Any other proprietary software necessary to utilize voting equipment to record, tabulate, report, manage, and store votes and voting information.

C.   Additional equipment and hardware. This would include any and all computers, servers, or other computer and networking hardware that might be necessary to operate the voting system as a whole as designed and intended.

D.   Provide election support services, including:
> a. Initial election system and equipment delivery and installation .
> b. Initial election system integration and training
> c. Election coding per election
> d. Network and hardware maintenance

e. System testing services per election
f. Preparation of sample ballots
g. Ballot printing services (including sample/demonstration ballots, as well as official absentee and Election Day ballots)
h. Pre-election setup
i. Assistance with early/satellite voting facilities
j. On-going training of Board staff
k. Election services and equipment consulting
l. Election Day support, including:
  i. Election Day reporting
  ii. provision of qualified mechanics
  iii. election day troubleshooting
m. Results canvassing and certification services

E. Guarantees and Warranties

5. SUBMISSION CONTENTS

Submissions in response to the REI should include the following elements as provided in FORM A, FORM B, and FORM C attached:

A Description of Relevant Experience, Qualifications and References (FORM A). In completing FORM A below, Respondents are to provide a brief description of demonstrated experience with jurisdictions of comparable size, corporate financial stability, reputation, qualifications, and examples of similar projects/relationships by the Respondent. Reference names and contact information should be provided for each example provided.

Statement of Interest (FORM B). In completing FORM B below, Respondents should state the reasons why the Respondent is interested in entering into a relationship with the Board, and why Respondent believes its firm would be a creative, helpful, and successful partner with the Board. Please describe ideas that demonstrate creativity in solving the challenges associated with performing services under the Agreement and assisting the Board in meeting its goals.

Statement of Preliminary Proposals Regarding Conceptual Approach (FORM C). In completing FORM C, Respondent should reflect its assessment the Board's Objectives as provided in Section 3 above and provide brief statements regarding Respondent's conceptual approach to each of the stated objectives, including whether or not you are available to perform activities to support those goals. Please also provide a brief description of proposed pricing, cost, and contractual models to achieve the most cost-effective means to achieve the County's stated objectives as an initial matter. Please utilize FORM C to describe other ideas that demonstrate creativity in solving the challenges associated with

performing services under the Agreement and assisting the Board in meeting its objectives.

6.   PROCESS AND SCHEDULE

A.   Submission Deadline: Responses to this REI must be submitted by 4:00 p.m., EDT, October 11, 2013

B.   Schedule- The Board has or intends to take the following actions:

➢ Issue this REI and distribute it to known potential Respondents (September 18, 2013);
➢ Obtain Submissions of Interest from Respondents;
➢ Staff and Election Board review of Submissions of Interest;
➢ Schedule 15 minute Respondent presentation during meetings of the Election Board on October 16, 2013 or November 13, 2013 upon request by a Respondent and based on availability and time constraints of the Election Board members;
➢ The Election Board will decide at a public meeting whether or not to move forward with a Request for Proposal (RFP) based on the submissions in response to this REI.

7.   SUBMISSION REQUIREMENTS

Each submission should be bound and typed on single sided, 8.5" x 11" paper in English using no less than 11 point font with 1" margins. Drawings or other graphic representations may be provided on 11" x 17" paper. The submissions should include a Table of Contents that identifies the major sections as outlined herein and any illustrations, tables, charts or graphics included in the submission. Submissions (including all exhibits and attachments) shall not exceed 30 pages. A complete copy of the submission should also be submitted in PDF format, emailed to angie.nussmeyer@indy.gov or sent on a compact disc along with the written proposal to the address indicated below.

One current company brochure annual report or other financial statement may be submitted if available.

The Board encourages all certified Minority Business Enterprises (MBE's) and Women business Enterprises (WBE's) to submit responses to this REI and will not discriminate against any individual of firm on the grounds of race, color, sex, physical handicap or national origin in the selection process. MBE and WBE qualifying firms should indicate in what jurisdictions they are certified.

The Board will consider partnering, joint venture, and teaming efforts. Please indicate the work and estimated percentage of the total system operations to be performed by each participant within the Respondent's submission.

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The Board reserves the right to reject any submissions received after the submittal deadline, or that are not signed on Form "A."

*Disclaimer Regarding State Requirements. Nothing in this REI is intended to circumvent, change, or conflict with state law requirements with respect to a particular vendor's ability to market election systems to jurisdictions in Indiana. Respondents do so based on their respective circumstances at their own risk and should do so only upon the advice of their own legal counsel.

*Note Regarding Confidential Materials. To the extent portions of materials submitted in response to the REI contain confidential trade-secrets under Indiana Code § 5-14-3-4(c), Respondents are asked to separate, seal, and mark such portions within Respondent's submission. Only those portions of materials submitted containing trade secrets should be sealed and marked confidential; it will not be acceptable to seal the entire submission. The Board will comply with the Indiana Access to Public Records Act based on its own evaluation of materials submitted and upon the advice of its counsel.

All responsive material must be sent to the following address:

Angie Nussmeyer
Director of Elections
City-County Building
200 East Washington Street
Indianapolis, IN 46204

All responses to this REI must be received by the Board no later than **4:00 p.m., October 11, 2013.** The Board reserves the right to reject late submittals summarily.

STATEMENT OF QUALIFICATIONS

FORM "A"
Qualifications Statement

Local Office or office where majority of services and communications will be performed:

1. Company Name: _____

    Street: _____

    City: _____

    Telephone: _____

    Fax: _____

    Primary Contact Person: _____

    E-Mail: _____

2. Home Office (Parent Firm, if applicable)

    Company Name: _____

    Street: _____

    City: _____

    Telephone: _____

    Fax: _____

    E-Mail: _____

    Principal in Charge: _____

3. Type of Organization

_____ Individual   _____ Partnership   _____ Corporation

_____ Joint Venture   _____ Other

If other, please explain: _____

_____

Does the firm qualify as Minority Business Enterprise (MBE)? _____
Does the firm qualify as a Woman Business Enterprise (WBE)? _____
In what jurisdictions is the firm certified as such? _____

When was the firm established? _____
Day / Month / Year

4. Principals and Officers

List all principals and officers of the company below by full name and title. Attach separate sheet if necessary.

_____

_____

_____

_____

_____

5. Professional Liability Insurance

Does your company presently carry any business insurance that for which the Board can be named as an additional insured or which is otherwise available to support claims of liability or non-performance by your company? _____

_____

If yes, indicate limits: _____

_____

_____

If no, would you carry such insurance if awarded a contract for performance of services for the Board? _____

6. If this work is being proposed as a joint venture, please indicate the work and estimated percentage of the total project to be performed by each firm. Specify which firms are MBE/WBE participants.

_____

_____

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7. Experience

   List below the five (5) most relevant or similar projects or contracts that are ongoing or completed within the last five (5) years. Include professional fee amount or contract payment terms.

	Project Type & Location	Types of Services	Owner / Agency	Professional Fee/ Contract Payments
1.				
2.				
3.				
4.				
5.				

8. Attach any additional information that may be useful in evaluating your firm.

Signed By: _____

Title: _____

Company Name: _____

Address: _____

Telephone: _____

E-Mail: _____

Date: _____

STATEMENT OF QUALIFICATIONS

FORM "B"
Statement of Interest
(may not exceed one page or 300 words)

State the reasons why you are interested in obtaining an Agreement with the Board, and why you believe your firm would be a creative, helpful, and successful partner with the Board.

STATEMENT OF QUALIFICATIONS

FORM "C"
Statement of Preliminary Proposals
Regarding Conceptual Approach

Assess the Board's Objectives as provided in Section 3 of the REI and provide brief statements regarding your conceptual approach for utilizing your products and services to accomplish each of the stated goals and descriptive items listed under each goal, including whether or not you are available to perform activities to support those goals, and any pricing and cost information and/or conceptual models you want the Board to consider as an initial matter.

DOMINION VOTING

Our customers come first

REQUEST FOR EXPRESSION OF INTEREST

Election Machines, Equipment, Systems and Services

Original

Prepared for: Angie Nussmeyer, Director of Elections, Marion County
Prepared by: Gio Costantiello, Director of Sales, Dominion Voting Systems

Due date: October 11, 2013 – 4:00 PM

Denver   Toronto   Dallas   Jamestown   San Leandro   Belgrade

Table of Contents

Form A

Supplementary information for Form A

	Project Type & Location	Types of Services	Owner/Agency	Professional Fee/Contract Terms
1	Monroe County, NY – HAVA Implementation	Voting Machines, EMS, Project Management, Support, Programming, Training, Maintenance	Monroe County Board of Elections	> $8M, Ongoing
2	Westchester County, NY – HAVA Implementation	Voting Machines, EMS, Project Management, Support, Programming, Training, Maintenance	Westchester County Board of Elections	> $12M, Ongoing
3	Suffolk County, NY – HAVA Implementation	Voting Machines, EMS, Project Management, Support, Programming, Training, Maintenance	Suffolk County Board of Elections	> $15M, Ongoing
4	Monroe County, FL – Voting System Upgrade	Voting Machines, EMS, Project Management, Support, Programming, Training, Maintenance	Monroe County, Florida	> $500k, Ongoing
5	Baker County, FL -	Voting Machines, EMS, Project Management, Support, Programming, Training, Maintenance	Baker County Board of Elections	> $160k, Ongoing

STATEMENT OF QUALIFICATIONS

FORM "A"
Qualifications Statement

~~Local Office~~ Headquarters or office where majority of services and communications will be performed:

1. Company Name: DOMINION VOTING SYSTEMS INC.

   Street: 1201 18th STREET, SUITE 210

   City: DENVER, 80202, CO

   Telephone: 1-866-654-8683

   Fax: 416-762-8663

   Primary Contact Person: Gio COSTANTIELLO

   E-Mail: gio.costantiello@gmail.com

2. Home Office (Parent Firm, if applicable)

   Company Name: DOMINION VOTING SYSTEMS CORP.

   Street: 215 SPADINA Avenue SUITE 200

   City: TORONTO, ON, M5T 2C7, CANADA

   Telephone: 1-866-654-8683

   Fax: 416-762-8663

   E-Mail: gio.costantiello@dominionvoting.com

   Principal in Charge: John Poulos, President & CEO

3. Type of Organization

    _____ Individual   _____ Partnership   ✓ Corporation

    _____ Joint Venture   _____ Other

    If other, please explain: _____

    _____

    Does the firm qualify as Minority Business Enterprise (MBE)? ___N/A___
    Does the firm qualify as a Woman Business Enterprise (WBE)? ___N/A___
    In what jurisdictions is the firm certified as such? ___N/A___

    _____
    When was the firm established? _____
                                        Day / Month / Year

4. Principals and Officers

    List all principals and officers of the company below by full name and title. Attach
    separate sheet if necessary.
    ___John Poulos – Sole board director & CEO_____

    _____

    _____

    _____

    _____

5. Professional Liability Insurance

    Does your company presently carry any business insurance that for which the
    Board can be named as an additional insured or which is otherwise available to
    support claims of liability or non-performance by your company? ___yes___

    _____

    If yes, indicate limits: ___$2,000,000.00_____

    _____

    _____

    _____

    If no, would you carry such insurance if awarded a contract for performance of
    services for the Board? _____

6. If this work is being proposed as a joint venture, please indicate the work and
    estimated percentage of the total project to be performed by each firm. Specify
    which firms are MBE/WBE participants.
    ___N/A_____

    _____
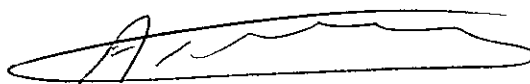
7. Experience

List below the five (5) most relevant or similar projects or contracts that are
ongoing or completed within the last five (5) years. Include professional fee
amount or contract payment terms.

	Project Type & Location	Types of Services	Owner / Agency	Professional Fee/ Contract Payments
1.	PLeAse see ~~next~~ PAge 4 for SuMMAry TABle			
2.				
3.				
4.				
5.				

8. Attach any additional information that may be useful in evaluating your firm.

Signed By: _Aloke NANDA_

Title: _VP SALes_

Company Name: _DOMINON VOTING SYSTeMS_

Address: _1201 18th Street, suite 210, Denver, CO, 80202_

Telephone: _1-866-654-8683_

E-Mail: _gio.costantiello@dominionvoting.com_

Date: _October 10, 2013_

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Form B – Statement of Interest

State the reasons why you are interested in obtaining an Agreement with the Board, and why you believe your firm would be a creative, helpful, and successful partner with the Board.

With offices in Colorado, Ontario, New York, Texas, and California, Dominion is strategically positioned in all U.S. continental time zones, currently servicing and supporting over 1,200 jurisdictions nationwide. Dominion employs 180 election specialists with over 1,300 years of combined elections experience. All are dedicated to continued growth and product innovation, thus ensuring the long-term success of our partners.

Dominion's commitment to producing the highest quality election products is reflected in our heavy investment in development and engineering. Developed from the ground up as an integrated system of optical scan components, Democracy Suite® was created specifically around present and future customer requests, desires, and requirements.

Dominion believes that customers need products that can adapt to market conditions and trends. As their pre-requisites shift, legislative mandates dictate, or voter confidence necessitates, our systems can adjust and evolve.

Election automation is a highly demanding and rapidly changing discipline. Customers making long-term investments need to know their future requirements will always be met. Dominion's commitment to producing the highest quality election products in the industry makes us the ideal election systems partner for Marion County.

Peace of mind comes with knowing that a professional team of dedicated resources is available. Marion County will receive the benefit of years of product installation experience that is unmatched in the election industry.

It is our sincere desire to place a new, digital optical scan voting system conforming to the latest EAC and Indiana Election Commission standards in Marion County. Dominion would not respond if we were not convinced that we could provide the Board with the best product suite to meet and exceed its requirements and expectations. Based on our experience with operations in over 1,200 electoral jurisdictions, we firmly believe we have the solution you need and are the best path to your continued success.

Form C – Statement of Qualifications

Objective 3.A – Secure

The Democracy Suite system Dominion would deploy in Marion County – which includes all hardware, software and equipment needed to run your elections - would not only meet but exceed the current levels of security that the County has come to expect.

Overview

Dominion implements security protocols that meet or exceed EAC VVSG 2005 requirements. All of Dominion's security protocols are designed and implemented to stay current with the rapidly evolving EAC security requirements set forth by various iterations of the VVSG.

Dominion's security technology is unprecedented insofar as it takes into account every aspect and every component of the Democracy Suite platform. This includes – but is not limited to – the full encryption of election projects, iButton security keys, Compact flash cards, election data, software applications, elections results files, and data transmission.

Maintaining Data Integrity

Data generated by the Democracy Suite platform is protected by the deployment of FIPS-approved symmetric AES and asymmetric RSA encryption. The Democracy Suite Election Management System uses these techniques to encrypt election files prior to their use on ImageCast tabulators. Once the polls have been closed, the ImageCast tabulators encrypt all of the results files prior to transmitting them back to EMS.

SHA-256 hashes are used for all data integrity and verification. Should an intrusive process or altering of any file occur, hash values will be, in turn, altered as well. With that said, any presence of an intrusive process will be detected, as the hashes of any altered data will not match the value initially determined expected values.

EMS Security

To protect from modification of software by malicious users, the Democracy Suite Election Management System integrates the Microsoft .NET Framework code signing process, within which, Dominion Voting digitally signs every executable and library (DLL) during the software build procedure. After the installation of Election Management software, only successfully verified EMS software components will be available for use. Digital signature verification is performed by the .NET Framework runtime binaries. If a malicious user tries to replace or modify any EMS executables or library files, the digital signature verification will fail and the user will not be able to start the EMS application.

### Role-based access controls

The Dominion Democracy Suite system integrates a role-based access control system for all software and hardware components. Users can belong to only one role, where each role has a set of clearly defined permissions within the system. This access control approach provides authentication and authorization services and can be granular according to jurisdiction's needs

and organization. Complete user and role membership management is integrated within the Democracy Suite EMS Election Event Designer client application.

The Democracy Suite EMS platform implements role-based user management for provisioning access control mechanisms on each election project. Each user accessing the system is the member of one of the predefined or custom-made roles. Each role has its own set of permissions, or actions that users of that role are allowed to perform. Managing access control policies is integrated within the User Management activity of the EMS EED client application. This activity is permitted only for users with administrative privileges.

Hardware Access Controls

Democracy Suite utilizes hardware-based security tokens (iButton security keys) in the process of access control for ImageCast Precinct and ImageCast Evolution tabulators. These password paired hardware tokens contain data encryption information used in the voting process (encryption and signing keys). Without a valid security token, and paired access password, the administrative functions of election tabulators are effectively locked.
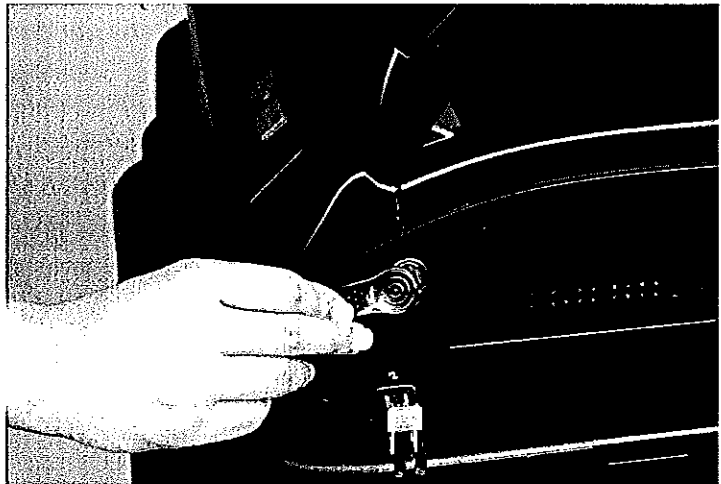
The poll worker applies his/her iButton security key to the tabulator to access various

The following physical security mechanisms are integrated within Dominion's tabulator devices:

- Tamper-proof screws are used for all external fixtures.

- Each device door is secured with an appropriate locking mechanism (hasp-type for either physical locks or tamper seals and security screws).

- Built-in circuits on the motherboard are powered by a coin cell, with a microprocessor to separately record every instance where the unit is physically opened. Each tamper switch is tripped when the protected devices access door is opened. There are eight such switches positioned inside the machine.

- The ballot box has its own locks for each of the ballot box compartments.

Intrusions that may be detected within the ImageCast tabulators are treated as critical and noncritical depending on the intrusion source. Intrusions that originate from the sources that are identified as critical are handled by executing an immediate shutdown upon detecting the intrusion. Intrusions that are defined as non-critical are reported immediately upon detection, but here a shutdown is not forced. Rather, the condition's resolution is waited out. That means that, in the administrator session, we keep the error view visible as long as the error condition is present, i.e. if the error condition is still present after the administrator has pressed the OK button, the error view is repeatedly displayed. If the non-critical intrusion event occurs during a voting session, we immediately stop the current voting session and inform the voter that the administrator should be called. When the administrator inserts a security token and enters valid credentials, we report the intrusion condition in the same way as we do during the administrator session (repeatedly as long as it is present).
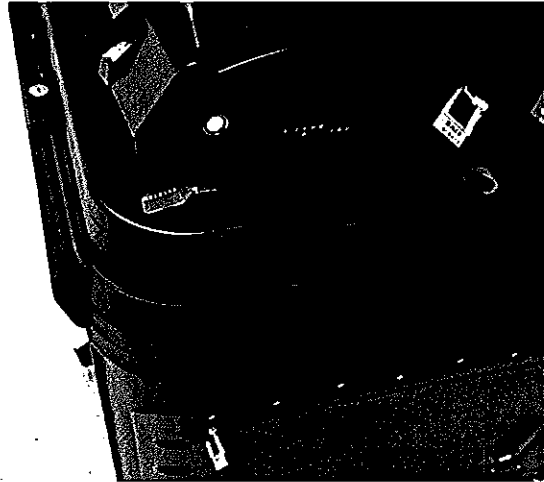
Some of the tamper-proof seals on the ImageCast Evolution

The system is constructed such that during the progress of voting, every person is precluded from seeing or knowing the number of votes thus far registered for any candidate or question.

Communications

For communication channels (as well as data storage) a combination of security techniques for data integrity, authenticity and confidentiality is implemented. By utilizing FIPS-140 level 2 approved algorithms, these requirements are met. The Dominion Democracy Suite integrates AES or RSA encryption algorithms for data confidentiality, along with SHA-256 and HMAC digital signatures for data signing (data authenticity and integrity). The system does not require external Internet connections.

Effective Password Management

Proper password management requires multiple activities and controls, namely:

- Input data validation
- Data quality
- Utilization of one-way (hash) cryptography
- Computer generated passwords for greater entropy and protection from dictionary attacks
- Different password strength profiles for different user levels
- Utilization of hardware tokens for storing user credentials (two-level authentication security: something you know and something you have)
- User state machine (initial, active, inactive)

All of these activities and controls are integrated within the Democracy Suite platform.

Dominion utilizes authentication and authorization protocols that meet EAC VVSG 2005 standards. In addition, Dominion's solution relies on industry-standard security features to ensure that the correct users based on a user role or group are granted the correct privileges. Finally, each jurisdiction is responsible for ensuring that only authorized personnel have access to both the system and tools used for installation and configuration purposes. All back end system, and tabulator operations are continuously and completely logged at all times to maintain a complete record of all election-related processes.

		Mode 1- Symmetric Crypto		Mode 2 and 3 - Asymmetric Crypto
File Type	Storage Place	Confidentiality	Integrity	Digital Signature Option
Election files (ICP) and election database (ICE), DCF (ICP) and MBS (ICE), result files (ICP/ICE)	NAS and Compact Flash	AES-128/256	HMAC (SHA-256)	Yes (RSA and AES)
Reports and Logs	NAS and Compact Flash	AES-128/256	HMAC (SHA-256)	Yes (RSA and AES)
Ballot Images	NAS and Compact Flash	-	HMAC (SHA-256)	Yes (RSA)
Ballot Layout Definition (XML)	NAS and Compact Flash	-	HMAC (SHA-256)	yes (RSA)
Official Ballots	NAS	X.509 Digital Certificate		-
User Credentials	iButton	HMAC (SHA-256)	HMAC (SHA-256)	No

File Type to Security Algorithmic Mappings

Objective 3.B – State Certified

Should Marion County issue an RFP which Dominion is able to bid on, the company will ensure that its system is certified by the State of Indiana through the Indiana Election Commission in due course.

Objective 3.C – Cost Effective

Dominion offers competitive pricing for its products and services, and is committed to structuring a "win – win" agreement that acts as a foundation for a successful long-term relationship.

Dominion is the first vendor in the industry to offer a unique program that offers a high level of cost-effectiveness for the customer, the Managed Services Program.

The Dominion Managed Service Program (MSP) packages all equipment, licensing, warranty, supplies, services and support into an annual budgetary number paid over a multiple year term. It is the first of its kind in the industry and has several benefits:

- It spreads the investment and payments by the county over a long term contract by making it an annual operational cost instead of an upfront capital investment,

- It allows Marion County to take advantage of modern electoral technology that incorporates all recent legislative requirements, and

- Includes all software licenses, hardware maintenance agreements, and election support costs as part of the annual contract payment.

After the completion of the initial term, Dominion can often provide a "refresh' of new equipment to the County , with minimal impact on Marion County's annual cost. .

Objective 3.D – Accurate

The ImageCast tabulators have over 100,000 units deployed worldwide, on which over 100 million ballots have been accurately scanned. Furthermore, Dominion's Democracy Suite platform has recently undertaken two successful federal certification efforts (EAC VVSG 2005), along with other various state certifications. As part of these efforts, Dominion has never been notified of any discrepancies within the tally.

ImageCast tabulators provide ample, redundant safeguards to alert voters and election officials of operator errors and system malfunctions.
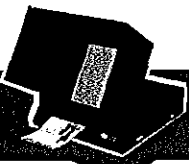
Objective 3.E – Accessible (HAVA compliant)

All of Dominion's tabulators – the ImageCast Precinct and the ImageCast Evolution – are HAVA compliant.

When used in conjunction with the required consumables, supplies, and software, Dominion's most used tabulator - the ImageCast Precinct - forms a complete tabulation system with accessible audio voting capabilities. In this accessible configuration, the ImageCast Precinct-Audio forms a simple, all-in-one voting machine allowing all voters to use the same device. Voters with disabilities can also be going through an audio ballot marking session while other voters are casting their paper ballot.

The ImageCast Evolution is a revolutionary, universal unit which combines an optical scan tabulator and a ballot marking device. All voters use the same machine and the same ballot – the only difference is the way in which the ballot is marked (by hand or via an internal ballot marking device). The ImageCast Evolution supports the use of personal assistive devices, including toggle units and sip and puff devices.

Using universal equipment for all voters reduces the hardship experienced by voters with disabilities. Because all voters use the same equipment, and, on the ImageCast Evolution, use the same paper ballot, the Dominion system allows for greater dignity, independence and respect.

DOMINION IMAGECAST VOTING EVOLUTION

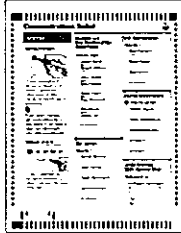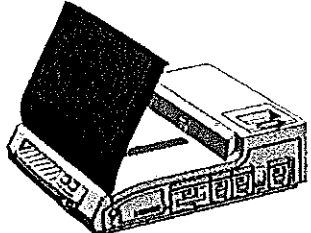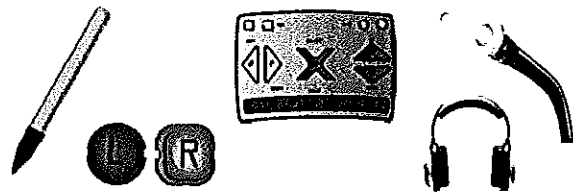### ALL-IN-ONE ACCESSIBLE PAPER-BASED VOTING SYSTEM

✓ The ICE All-In-One design enables voters with varying abilities to independently and privately mark, review, and cast a paper ballot.

✓ With the ICE, everyone votes on the same paper ballot, and casts their ballot on the same tabulator.

✓ Built in accessibility without compromising the privacy of your vote.

Inclusive Design In Mind:

ONE Ballot   **ONE System**
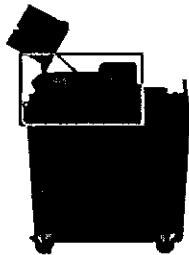
SEVERAL ways to mark your ballot

DOMINION IMAGECAST VOTING EVOLUTION [ICE]
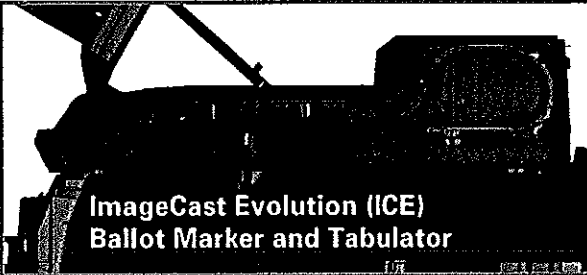
Engineered Accessibility: The ICE Ballot Paper Path

The ICE unit has an onboard printer, so once the blank ballot is inserted into the machine, the voter can begin their accessible voting session, vote in a fully HAVA compliant way, and have the unit that is actually going to count the ballot, give the voter an opportunity accessibly review how their ballot was read before independently casting it.

This is all without the ballot ever exiting the machine, thus not requiring poll worker intervention.

It is completely private.

ImageCast Evolution (ICE) Ballot Marker and Tabulator

Cross section of the ICE to illustrate the ballot paper path

Virtually Indistinguishable Voting Marks

The ICE features a collection of voting marks and write-in name fonts so a machine marked ballot is virtually indistinguishable from a hand marked ballot.

Objective 3.F – Adaptable

Dominion's ImageCast tabulators can theoretically handle an unlimited amount of precincts on a single unit, hence making them very adaptable to the county's ever-changing election laws and voting methods.

Furthermore, all of Dominion's tabulators – ImageCast Precinct, ImageCast Evolution, and our central count system, ImageCast Central – were developed to function efficiently together on the Democracy Suite platform. As part of its service to customers, Dominion ensures that its products are up-to-date with current legislation and requirements.

Finally, we invite you to refer back to Objective 3.C concerning cost-efficiency. The Managed Services Program offered by Dominion ensures that equipment is not only maintained to its

fullest capacity throughout the cycle of the agreement, but can also be upgraded on a regular basis, and makes the process stress-free for the county.

Objective 3.G – "Paper Trail"

All of Dominion's ImageCast tabulators are optical scanners and currently rely on a traditional paper ballot.

Objective 3.H – Ease of Use for Voters

All of Dominion's ImageCast tabulators feature simple and intuitive yet robust user interfaces that ensure ease of use for voters. Because the system is primarily based on a paper ballot, multiple voters can be filling out their ballot at the same time, only needing to use the equipment to cast their ballot. As shown in the image below, the ImageCast Precinct features a digital screen which displays messages to the voter and can alert both the voter and the pollworker to overvotes or undervotes. The voter simply presses the green "Cast" button, or the red "Return" button for second-chance voting if necessary.
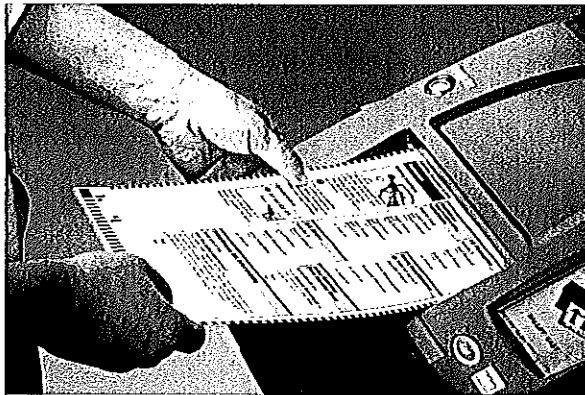
The ImageCast Evolution features a 19" LCD screen which also displays messages and alerts to voters, and can be used for accessible voting sessions. As shown below, there are intuitive "Cast" and "Return" buttons for the voter to interact with the tabulator.

Objective 3.I – Ease of Use for Poll Workers

Dominion designed its tabulators to be truly "plug n play". The tabulators can be stored securely directly onto the ballot box – which features caster wheels and convenient handles - allowing for

ease of transport and set up. Access to printers and various compartments is secure but simple. The digital screens on the ImageCast tabulators display instructions, messages and alerts to pollworkers in a straightforward manner. Starting accessible voting sessions is made easy for pollworkers because the same machine is used by all voters – there is no need to familiarize themselves with a different, single purpose, piece of equipment.

Again, because voters mark their paper ballots prior to interacting with the optical scan tabulator, this can help ease long lines at the polling station.

The ImageCast tabulators have been used worldwide in various environmental and geographic conditions with great success and reliability.

Objective 3.J – Small footprint for small voting spaces

The ImageCast Precinct unit is very light, weighing approximately 14 lbs, and the ImageCast Evolution – with its large LCD screen and integrated Ballot Marking Device – weighs approximately 45 lbs.) The ImageCast tabulator are designed to be delivered to and from the polling site mounted to the ballot box. The ballot box has 2 lockable swivel wheels and 2 fixed wheels for easy handling and also has convenient handles on all four sides of the box to enable lifting or positioning as required. Ballot box is designed to fit through standard doorframes.The overall size of the ballot box is 27" (W) by 58" (D) by 48" (H)

If Marion County decides to implement a system based on the ImageCast Evolution, only one tabulator will be required in each polling station – the tabulator is universal, and therefore an additional ballot marking device is not required. This significantly reduces the footprint of the system. However, should additional capacity be required, an additional ImageCast Precinct unit (or units) can be deployed. Because of its small size and lightweight, it offers an excellent solution for challenges related to space requirements.

Objective 3.K – Accommodates Absentee/Early Voting

Dominion fully appreciates the importance of a robust absentee/early voting program. Dominion's central count system, which can be used for absentee voting, is simple and can handle a high demand. It is also very cost effective, as it relies on COTS scanners (Canon). Early voting can be handled using the ImageCast tabulators, and Dominion has experience in helping support early voting for many customers. In addition, Dominion is planning on offering mobile ballot printing as part of its product line in the near future, providing a significant amount of flexibility and efficiency at the polling place.

Objective 3.L – System Durability

As required by the 2005 VVSG the voting system is designed for a lifespan of at least ten years with prescribed maintenance. Dominion Voting plans to support the system for that lifespan, and currently supports the much older legacy Sequoia Voting Systems and Premier Election Solutions products that it acquired in 2010. Dominion Voting maintains spare parts inventory and diligently surveys the components market to guard customers against component obsolescence.

Appendix 1 – Dominion Product Offering Overview

Dominion's Product Offering

Dominion Voting's products and services offerings revolve around Democracy Suite, an entire hardware and software system that has been designed for voting, counting, consolidating, canvassing and transmitting election results. A fully-integrated solution, Democracy Suite is a stand-alone product inclusive of all hardware, software and system prerequisites.

The **Democracy Suite EMS platform** includes the components outlined below:

- Election Event Designer (EED) client – the main application used for the definition and management of election events
- Audio Studio (AS) client – utility used for recording audio files for audio ballot presentation for accessible voting
- Logic and Accuracy Test Studio (LATS) client – utility application for the creation of test decks and for managing overall Logic & Accuracy test activity
- Ballot on Demand (BOD) client – utility application for the on-demand ballot printing – official ballots, L&A test deck ballots, sample ballots.
- Results Tally and Reporting (RTR) client – main application used for the acquisition, tally, reporting and publishing of election results
- Application Server– main back-end server application
- Election Database Server – Microsoft SQL Server-based repository for election projects and associated data
- Real time results streaming – embedded Democracy Suite Enhanced Reports using XML results files, whereby published results can be automatically uploaded to real-time public graphical displays, media outlets, etc.

Democracy Suite also includes multi-channel voting platforms, which are:

- Precinct-level optical scan tabulators:
    - ImageCast Evolution – The Industry's First Universal Optical Scan Tabulator
    - ImageCast Precinct Optical Scan Tabulator (and its accessibility features, known as ICP-A or ICP BMD Audio)
- Central scanning solution
    - ImageCast Central, based on powerful software program and COTS scanners.

Core Technology

Dominion Voting Systems has invested in the development of proprietary technology that truly sets its products apart from the competition. Focusing on two key aspects of the electoral process – risk-limiting auditing and voter intent – Dominion's technology improves the transparency and integrity of the election process.

Dual Threshold Technology (Marginal Marks)

From its early beginnings, Dominion Voting has emphasized the use of digital scanning, and continues to set the standard in digital image acquisition and analysis in the tabulation of digitally scanned ballots. When a ballot is fed into an ImageCast tabulator – at the precinct level or centrally - a complete duplex image is created and then analyzed for tabulation by evaluating the pixel count of a voter mark. The pixel count of each mark is compared with two thresholds (which are defined through the Election Management System by the Election Official) to determine what constitutes a vote. If a mark falls above the upper threshold, it's a valid vote. If a mark falls below the lower threshold, it will not be counted as a vote. However, if a mark falls between the two thresholds (known as the "ambiguous zone"), it will be deemed as a marginal mark and the ballot will be returned to the voter for corrective action (please see diagram below). With this feature, the voter is given the ability to determine his or her intent, not an inspection or recount board after the fact, when it is too late.

The chart below illustrates the Marginal Mark threshold interpretation.
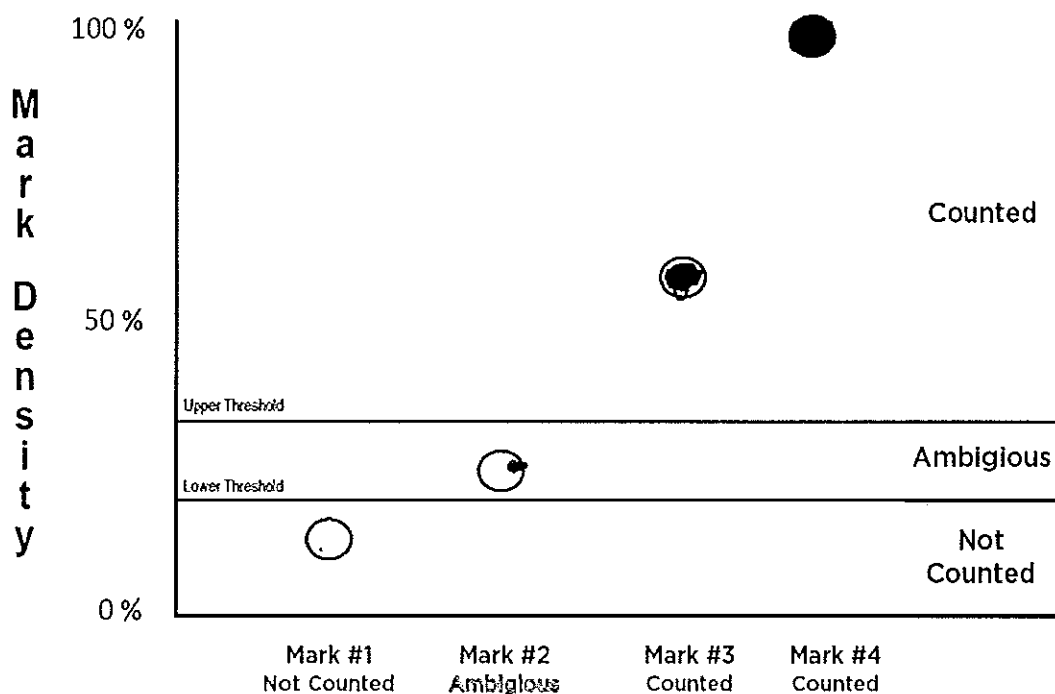
Dominion's Exclusive Digital Ballot AuditMark®

Dominion's AuditMark technology will allow Marion County to provide greater transparency in the electoral process. The AuditMark can be used for visual inspection or in Risk-Limiting Audits. Once the election is complete, all of the ballot images are in one location for the purpose of searching, reviewing and performing Risk Limiting Audits. Dominion can provide tools to be able to efficiently perform these types of tasks.

Dominion Voting has created a patented process that not only images and stores a copy of the ballot, but also records on that image how that ballot was counted by the scanner on Election Day (see Figure below). Using this process, the comparison can easily be made by any Election Official.

Ballot image with audit trail:

This is a sample ballot image for a ballot processed by the system. All ballots are imaged and stored for auditing purposes. The image contains:

1. Image of front side of ballot (if the reverse side of the ballot is used, the image is also captured)

2. Clear image of all text, ballot identifiers, candidates and voter markings.

3. **AuditMark**: Ballot-level audit trail feature showing the results interpreted by the system for this ballot.

FAMOUS NAMES
Demonstration Ballot

DOMINION VOTING

To VOTE: Completely fill in the oval ◯, next to your choice like this ●
Mark with a blue or black ink pen, or with a pencil.

FEDERAL OFFICES	STATE OFFICES	PROPOSITIONS
UNITED STATES SENATOR (Vote for ONE)	**STATE SENATOR 37th DISTRICT** (Vote for ONE)	**PROPOSITION 1**
EVERETT DIRKSEN VIRGINIA PARTY	● FLORENCE NIGHTINGALE VIRGINIA PARTY	Shall the President of the United States be elected for no more than three terms?
CHARLES CURTIS OHIO PARTY	◯ ANDREW CARNEGIE OHIO PARTY	YES ●
JOHN HANCOCK CALIFORNIA PARTY	◯ FRANCIS SCOTT KEY CALIFORNIA PARTY	NO ◯
Write-In	◯ Write-In ◯	
UNITED STATES REPRESENTATIVE (Vote for ONE)	**NONPARTISAN OFFICES**	
	BOARD OF EDUCATION (Vote for ONE)	
WILLIAM B. WILSON VIRGINIA PARTY ●		
ROBERT LA FOLLETTE OHIO PARTY	◯ BOOKER T. WASHINGTON ●	
W.C. REDFIELD CALIFORNIA PARTY	◯ ALBERT EINSTEIN ◯	
Write-In	◯ THOMAS ALVA EDISON ◯	
	HELEN KELLER ◯	
	Write-In ◯	

00001_00002_000001.tif scanned at 13:27:48 on 05/10/13.
Office of UNITED STATES SENATOR
    Vote for EVERETT DIRKSEN
Office of UNITED STATES REPRESENTATIVE
    Vote for WILLIAM B. WILSON
Office of STATE SENATOR, 37TH DISTRICT
    Vote for FLORENCE NIGHTINGALE
Office of BOARD OF EDUCATION
    Vote for BOOKER T. WASHINGTON
Office of PROPOSITION 1
    Vote for YES

00001_00002_000001.tif scanned at 13:27:48 on 05/10/13.
Office of UNITED STATES SENATOR
    Vote for EVERETT DIRKSEN
Office of UNITED STATES REPRESENTATIVE
    Vote for WILLIAM B. WILSON
Office of STATE SENATOR, 37TH DISTRICT
    Vote for FLORENCE NIGHTINGALE
Office of BOARD OF EDUCATION
    Vote for BOOKER T. WASHINGTON
Office of PROPOSITION 1
    Vote for YES

DOMINION VOTING

Our system is the only one that stores a complete image of every ballot cast, along with the audit trail for that ballot visually affixed to the image. The audit trail shows how the tabulator interpreted the voted ballot markings when it was cast. By viewing this image, an election official can easily verify that the tabulator has correctly interpreted the voter's selections on the ballot.

Furthermore, by randomly opening a small number of image files and verifying that the audit trail displays the correct results, the election official can quickly develop a high level of confidence that all of the ballots have been interpreted correctly.

In practice, the AuditMark feature can be used as:

- a method to test machine integrity before an election
- a method of obtaining confidence that the equipment is functioning properly
- a method to completely audit the entire election
- a method to enhance re-counts

Appendix 2 – Vote Tabulation Equipment – Hardware

ImageCast® Evolution

The following pages describe the features and functionality of the ImageCast Evolution poll tabulator, which include:

- AuditMark®: Patented unique visual audit trail features that allow results to be audited down to each individual ballot
- Integrated accessible voting solution – everyone uses the same ballot on the same machine
- Fully digital read-head outputs
- Ability to read ballots up to 22" inches long
- 19" inch LCD screen

By selecting Dominion and our solutions, the voters of Marion County will benefit from our outstanding service and support, plus use a new digital ballot scanner that offers a uniform, accessible, secure and highly transparent vote counting methodology.

The ImageCast Evolution unit (ICE) is a precinct-level, digital scan, ballot marker and tabulator that is designed to perform three major functions:

- Ballot scanning and tabulation
- Ballot review and second chance voting
- Accessible voting and ballot marking
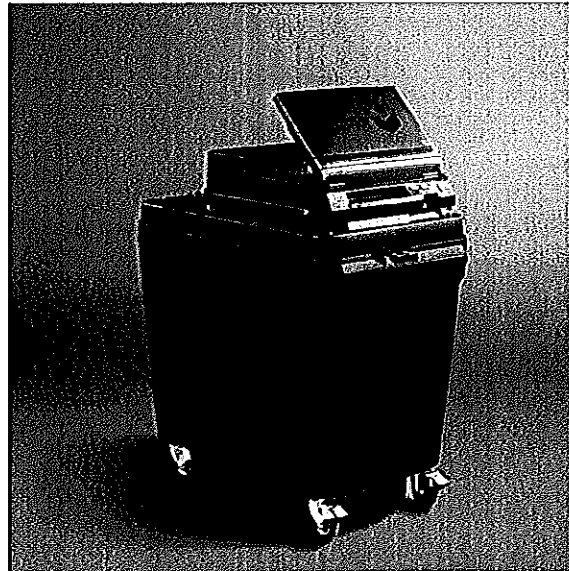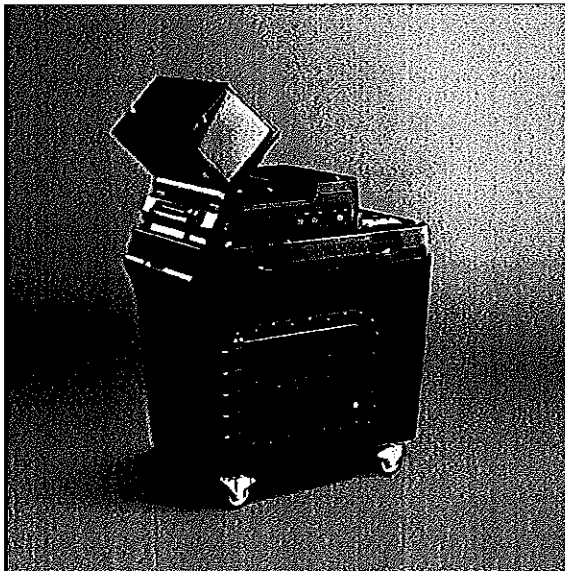
ImageCast Evolution is Dominion's most advanced and **simple to use** tabulator. It features a full LCD interface that presents a unique, all-in-one digital ballot scanning and internal ballot marking solution. The ImageCast Evolution was designed to exceed the EAC VVSG 2005.

The current ImageCast Evolution functionality includes scanning and ballot marking for all targets on ballots ranging from sizes of 8 ½ inches by 11 to 22 inches in length. The ImageCast Evolution provides several different options for certain ballot parameters. For example, a jurisdiction can configure the ImageCast Evolution to automatically accept, reject or divert a ballot under certain conditions. Additionally, it can be configured to alert the voter or operator of any errors that require further action to be taken.

Voters make their selections by filling in the voting targets next to their choices on a paper ballot. The voter then inserts the ballot directly into the ImageCast Evolution, which performs the following functions:

- Scans the ballot
- Alerts the voter of any errors on the ballot with or without full ballot review on.
- Interprets the digital image of the ballot, and appends to the bottom of the image a record of how that ballot was interpreted by the machine (AuditMark® imaging technology, proprietary to Dominion Voting Systems).
- Redundantly stores and tallies the results
- Prints cumulative totals of all votes cast after the polls have been closed

The ICE is also equipped with an ultra-sonic multi-feed detector that prevents the device from accepting more than one ballot a time. Dominion has developed secure ballot paper that if used, is detected by the unit. If the paper is a copy or not a valid ballot, the unit will reject the ballot.

Optionally, the BMD Light Pole device can be used as a visual indicator for poll workers to indicate current voting status for both Standard and Accessible Voting Sessions. At the end of the light pole cable is a connector which connects to the AVS Port located at the rear of ImageCast® Evolution tabulator. At any given time, the light status indicates whether the unit is available or in use (for both standard and accessible voting sessions), as well as if the voter requested assistance or an error requiring pollworker intervention occurred.

Accessibility

The ImageCast Evolution is equipped with an integrated voting feature for voters needing additional assistance. It is the only optical scan tabulator using a single ballot path which does not require the voter to have to go to an additional unit to cast the vote.
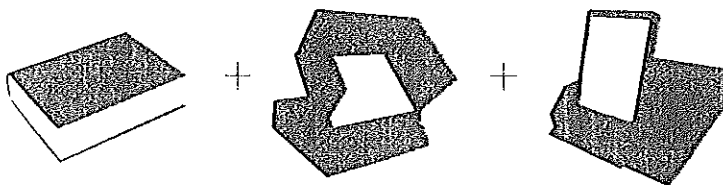
The ICE unit features a 19" display that allows voters to review and cast their marked paper ballot through a customizable visual interface. In addition, the ImageCast Evolution features **several accessible voting interfaces** that allow voters with various disabilities to effectively

vote, review and cast a paper ballot in a private and independent manner. The ImageCast Evolution offers the following user interfaces:

- Touch screen interface for visual ballot review and ballot casting.
- Accessible ballot marking interface (both audio and visual)
- Assistive input devices for accessible ballot navigation and voting, including an ATI (Audio-Tactile Interface), sip & puff, and paddles.

The accessible voting session uses a hand-held controller called an ATI (Audio Tactile Interface) that connects to the ImageCast Evolution via the port located on the right side of the unit. A set of headphones connects directly to the ATI controller. Following the audio voting process using the ATI controller, the integrated inkjet printer produces a marked paper ballot which serves as the official ballot record.

Dominion uses a library of human hand marks and writing to mark a ballot via the accessible voting session, which **makes machine-marked ballots indistinguishable from hand-marked ballots**.

The ATI is the handheld device that is used by a voter during an Accessible Voting Session to navigate through and make selections to their ballot. The ATI:

- Has raised keys that are identifiable tactilely without activation (i.e. raised buttons of different shapes and colors, large or Braille numbers and letters)
- Can be operated with one hand
- Includes a 3.5 mm headphone jack
- Includes a T-Coil coupling
- Has a T4 rating for interference
- Uses light pressure switches
- Can be equipped with a pneumatic switch, also known as a Sip and Puff device, or a set of paddles.
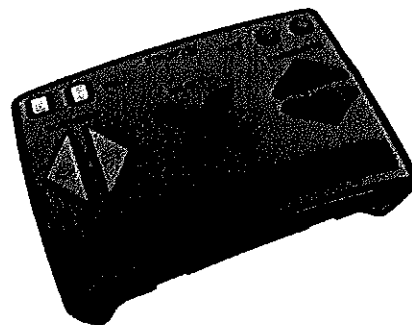
The ATI is tethered to the ImageCast Evolution via a CAT5 RJ45 cable, which can extend up to 10ft away from the unit. No key or control has a repetitive effect as the result of being held in its active position.

The general procedure for voting using an audio and visual interface is as follows:

1. An audio ballot is initiated for the voter through the Administration menu.
2. The voter, or the appropriate election official, places a blank ballot into the unit.
3. The voter uses an ATI to mark their votes.
4. The voter can verify the correctness of choices using audio playback or/and visual review.
5. If the record is correct, the voter confirms its validity and the unit marks the paper ballot, which is then scanned and converted into an electronic format.
6. The voter is allowed to verify the electronic record of the paper record using audio playback and/or visual review.
7. If the electronic record is correct, the voter confirms the validity of it before the ballot is placed into the secure receptacle. If the ballot is incorrect, the ballot is marked as void and

handled in the same manner as any other voided paper ballot. The voter may start a new accessible voting session.

The display can be adjusted using the zoom and contrast buttons. The contrast button allows the voter to display the screen image in high contrast (high contrast is a figure-to-ground ambient contrast ratio for text and informational graphics of at least 6:1). There are three different zoom levels in order to provide an enlarged ballot for voters with visual impairments. Every voter configurable option is automatically reset to its default value with the initiation of each new voting session.

Standard features

- 200 dpi scanner
- Internal diverter
- 19-inch touchscreen display for an intuitive user experience.
- Ballot scanning and tabulation, ballot review and second chance voting, accessible voting and ballot marking functionality in one device allowing no-touch accessible voting
- Integrated printer for ballot marking
- Integrated hardware and software ballot security features
- Touch screen interface
- AuditMark® vote cast record of one.
- Easy on/off functionality - just raise or lower the screen
- Dual, redundant compact flash memory cards
- Tabulator status signal pole, optional
- Three-inch thermal printer
- Multi-lingual audio-visual support for each voter
- Adjustable screen angles
- Integrated privacy shield and screen cover
- Security access doors and interface port security status indicators
- Functional and manufacturing diagnostics for integrated printer and LCD display.
- Integrated protective case.
- Randomized oval marking pattern for disabled voters ensuring voter privacy

Electronic Safeguards and Security

To access any of the administration functions of the ImageCast Evolution, an electronic iButton security key has to make contact with the iButton security key receptacle on the cover of the unit.

Access to the unit can be granted to two different levels of people:

- The Poll worker iButton security key is used by the Poll worker to access all poll worker functions.
- The Technician iButton security key is used by a Technician with authorized access to update and verify firmware.

In the power on sequence, the unit will not function until the poll official accesses the administrator access screen. The ImageCast Evolution is unlocked by an iButton security key, which is used to:

- authenticate the software version (ensuring it is a certified version that has not been tampered with)
- decrypt election files while processing ballots during the election
- encrypt results files during the election
- provide access control to the unit

It is anticipated that the iButton security keys may get lost; therefore, any substitute key created for the same tabulator will allow the unit to work fully.

A valid iButton security key will grant access to the admin screen from which the following operational functions can be accessed:

- Diagnostics Test
- Provisional Voting/Ballot Test
- Opening Poll
- Accessible Voting
- Closing Poll
- Reports
- Election Statistics
- Re-Open Poll
- Re-Zero Poll
- Power Down
- Ballot Review

Results Storage Media

The ImageCast Evolution has sockets for two removable, non-volatile Compact Flash cards (Primary and Administration), both of which are accessible from the unit. The content of each card is encrypted and signed.

The system saves election and voting data simultaneously to both locations, keeping the content of both memory cards in sync. The administrative memory card holds a copy of the election results and audit log from the primary card. The memory cards will retain data for over twenty-two months, as per EAC VVSG 2005 Volume I requirements.

Internal Battery

In the event of a power failure, ImageCast tabulator units have an internal Lithium Ion rechargeable battery with a 2 hour life.

In the case of a power failure, including full power drain, restarting places the unit in "Interrupt" mode, in which the previously stored election data is reloaded when the unit resumes operation. If there is catastrophic electrical or mechanical damage, the memory cards are inserted into a

spare unit. When powered on, the unit resumes operation using the previously stored election data.

Media Storage Security

The entire set of data files supporting the election are contained on the Primary Compact Flash device. The files stored on these cards allow for recovery from external conditions that cause equipment to become inoperable. The election results, device logs and scanned ballot images are recoverable from the secondary memory card. Further, the AuditMark® functionality can be used to independently verify the total votes for any particular candidate or ballot issue.

Tabulator Audit Trail

The tabulator Audit trail file is stored on the Compact Flash memory card, and contains a chronological list of all messages generated by tabulator software. All audit record entries include a time-and-date stamp. This file is encrypted and digitally signed to protect its integrity.

During the final results tally audit activity, the automated audit log of each optical scanner is input into the EMS Results Tally and Reporting system for a consolidated record.

This tabulator Audit trail file will include:

- System startup messages (recorded by Application Loader).
- System self-diagnostic messages (module initializations, security verifications).
- All administrator operations (messages include "security key" id names).
- All ballots cast, rejected and diverted.
- All voter notifications (undervotes, overvotes).
- All system errors (paper jams, power failures, hardware failures, data errors, etc.).
- Source and disposition of system interrupts resulting in entry into exception handling routines.
- All messages generated by exception handlers.
- Notification of system login or access errors, file access errors, and physical violations of security as they occur, and a summary record of these events after processing.
- Non-critical status messages that are generated by the machine's data quality monitor or by software and hardware condition monitors.

All audit logs are digitally signed. If there is tampering of the audit data or logs, this is detected by the operating unit. The unit reports 'Election file mismatch' and will not operate since modifying the audit files can only indicate malicious usage.

Every action, event, and operation that occurs on an ImageCast Evolution is permanently logged to an audit log file that exists on both memory cards. Every event and operation that occurs on the election management system is kept on the election project audit within the EMS Database. This file is signed and encrypted.

Audit logs are available to operators at all times. On the optical scanners, these can be accessed from the Administration menu, and printed. In EMS, a directory of audit files is

accessed in the graphical user interface, and can be printed. Operators with Administration privileges can access these files at any time.

Audit log records cannot be deleted nor modified. Users with proper authorization levels can generate and view the audit report. Audit reports cannot be deleted.

ImageCast® Ballot Box

Dominion has designed an innovative, complementary ballot box for our precinct tabulators. The Ballot Boxes are built of sturdy plastic, and feature wheels and handles for ease of movement, allowing the units to be securely transported to and from the polling that can also accommodate Election Day supplies. The ballot box - along with the tabulators - was designed for easy set up by the poll worker, a feature that has always been missed with other systems. When the poll worker arrives to set up, they will unlock the lid, plug the ballot box into the wall plug, lift the screen and the system is on and ready to print the zero tape. All other components are already attached, keeping polling location issues to a minimum. For security purposes, the ballot box features five locks and multiple security seal points, preventing access and tampering with the tabulator.

The Dominion Plastic Ballot Box:

- Made from solid extruded plastic and features an interchangeable lid and internal bin baffles that vary by tabulator.
- Built to the requirements of the EAC, the ballot box capacity is sized to US polling place requirements, with 3 bins (main bin, write-in bin, and auxiliary/emergency bin).
- The tabulator locks and seals onto the ballot box, which features a cover that provides additional security and ease of transportation.
- Features a sealed plastic base and is water resistant.
- Offers multiple deployment and warehousing options, including the possibility of nesting the boxes up to three units deep.
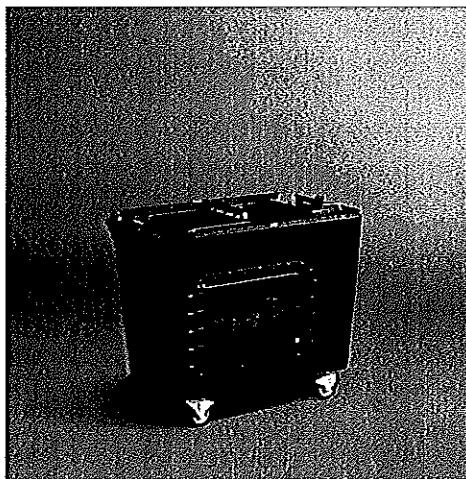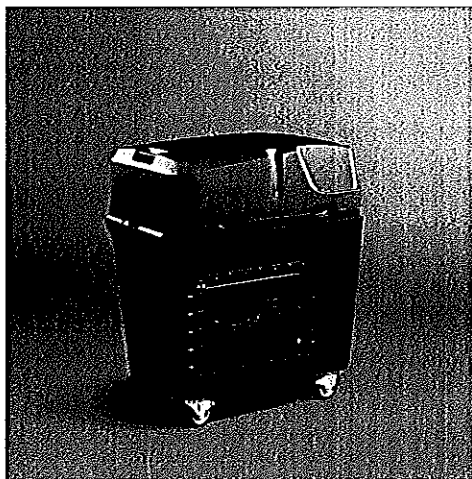
Plastic Ballot Box – with the lockable cover (left), and showing the three interior compartments (right)

ImageCast® Central Count

Dominion's ImageCast Central Count (ICC), like the other ImageCast products, stores the ballot image with the secured AuditMark. **The system's flexibility allows the jurisdiction to customize electronic out-stacking conditions. From over-votes, under-votes, marginal marks, major contest to certified write in contest, the Image Cast Central has the tools Election officials are looking for.**
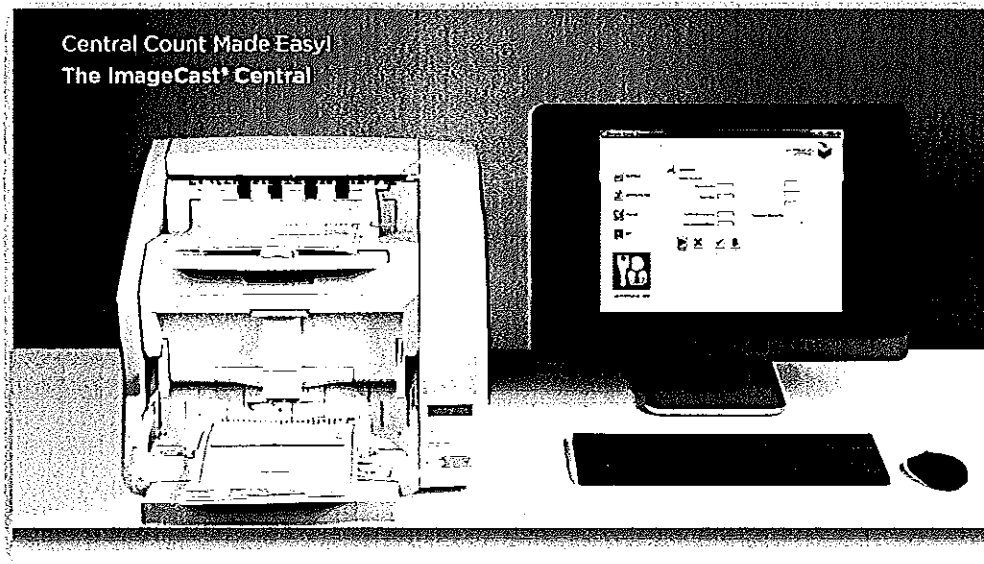
With the ImageCast Central Count solution, Dominion focused its efforts on how to create efficiency utilizing lower cost, off-the-shelf scanners which meet the VVSG 2005 standards and software that streamlines the process. It is **simple** - the operator loads the batch into the scanner; presses scan. When complete, the operator presses the accept button and moves on to the next batch. The ImageCast Central Count application interprets the ballot via the scanned image and in seconds determines whether or not the ballot is valid or needs to be **electronically out-stacked** for adjudication. The operator does nothing but process the ballots. The system's intelligence does the rest. Along with the requisite COTS hardware, the ImageCast Central provides enough flexibility to meet the needs of small, medium and large jurisdictions. The ImageCast Central application allows jurisdictions to consolidate results in an efficient environment, in real time.

This use of less expensive and compact third-party devices enables the ImageCast Central Count solution to offer higher sustained throughputs in the face of hardware failures, flexible site layouts when space is at a premium, and access to a vast pool of readily available replacement parts and certified technicians. All of these factors translate to improved maintainability, and lower cost of ownership.

Central scanning is typically utilized to process absentee or mail-in ballots, but the ImageCast Central Count allows a jurisdiction to process their entire election if needed. The election

definition is taken from EMS, using the same data and database that is utilized to program any precinct scanners for a given election.

Multiple ImageCast Central scanners can be programmed for use in an election. The ImageCast Central application is installed and later initialized on a computer attached to the central count scanner. Ballots are processed through the central scanner(s) in batches based on jurisdictional preferences and requirements. The ImageCast Central stores ballot images by scanned batches. The scanned ballot images are migrated to the Election Management System (EMS) through computer networking or removable media. As with ballot images from any precinct scanners in use for an election, Results Tally and Reporting is the portion of EMS that processes the images to provide tabulation and operational reports to the jurisdiction. Batches can be appended, deleted, and processed in a number of ways to suit typical election workflows, intake of ballots before, during, and after Election Day, jurisdictional requirements surrounding absentee ballot tabulation, and canvassing needs. The ImageCast Central Count also features all of the technological advances present in the precinct-level tabulators – the AuditMark and the Dual Threshold technology.

The ImageCast Central is used for ballot image and election rules processing and results transferring to the EMS Datacenter. The ImageCast Central Workstation equipped with a PC and a Canon high-speed scanner, which provides electronic out-stacking as described in the Adjudication section below.

Adjudication

The Adjudication Application is a stand-alone module that allows for the efficient processing of ballots that require resolution of voter intent on a ballot-by-ballot basis during the post-voting stage of an election. The Application has been developed to accept ballot files from ImageCast Central. After analysis and correction, the ballot files are sent to the EMS Results Tally & Reporting application for tally and reporting.

The primary function of the Adjudication Application is to create an automated process that allows ballots with exceptions or "out-stack" conditions – such as over-votes, under-votes, blank ballots, marginal marks, major contests and certified write-ins,– to be resolved on-screen and sent to tally. This eliminates the need for additional costs, time and resources spent on duplicating and re-scanning ballots.

The Adjudication application can be utilized real time as the Jurisdiction sees fit. The Adjudication Application adds to the efficiency of Dominion's ImageCast Central Count system by making it scalable to as many reviewing teams as needed for the jurisdiction. The out-stacked ballots will appear on the screen for the team to review as they come available. This creates efficiencies that have never been seen in elections. This application is also completely auditable - the system logs each adjudication team's activities for review and to assure that activities are to specification. Additionally, when a ballot is adjudicated, the ballot image with the existing AuditMark receives an Adjudication AuditMark, which shows how the voter marked intent, how the system interrupted the intent and how the ballot was adjudicated. These adjudicated ballots are then sent to Democracy Suite for tally and reporting.

Appendix 3 – Vote Tabulation Equipment – Software

Democracy Suite® Election Management System (EMS)

Dominion's Democracy Suite is a robust and secure Election Management System (EMS) that is used to design and set up an election, as well as tally and report the results of the election for any of Dominion's voting platforms. It includes all hardware, software and system prerequisites.

The Democracy Suite EMS consists of two major components:

- Election Event Designer Module (EED) - main application used for the definition and management of the election event
- Result, Tally and Reporting Module (RTR) client application – main application used for the acquisition, tally, reporting and publishing of election results

Election Event Designer

The Election Event Designer module manages all of the information needed to define an election. Definition of an election is a complex task, and the event definition module allows the easy entry and tracking of numerous candidate names, ballot faces, polling locations, polling subdivisions, and different types of voting technologies and voting channels, all of which are inter-connected. In addition, the Election Event Designer allows jurisdictions to choose from a variety of language options for an election project.

Jurisdictions can program contests, candidates, propositions, offices, and other election data in order to generate both paper and electronic ballots. Election details are easily entered into the user interface of the Election Event Designer, making the definition process simple and efficient.

Dominion's Democracy Suite creates tabulator-ready PDF ballot artwork files. Ballot artwork files are created as complete ballot images, without trim lines or crop marks, and are designed to directly print on digital 4-colour sheet-fed xerographic or other electro-photographic printers (most B-sized laser printers). Ballot artwork is generated in industry-standard PDF format, PDFVX-1a:2001 (PDF Version 1.3) and CMYK color space. Ballot artwork files are full-sized press-ready ballots containing all required ballot elements and the unique ballot ID barcode that distinguishes each ballot style. Each file contains one or two ballot images: a front image (if the ballot is single-sided) or paired front and back ballot images. All fonts used in the ballot artwork are embedded in the PDF file. Ballot artwork files are digitally-signed (X.509) and tied to the election project files produced by Election Event Designer, to allow for authentication and revision control.

All relevant details, such as Geographic Divisions, Voting Locations, Offices, Candidates, etc., are stored in the Election Event Designer, and ballot faces are automatically generated in PDF format for your confirmation before printing.

Additionally, Election Event Designer keeps a record of the polling locations in which the system is deployed. This includes address, telephone, contacts, optional accessibility information.

Election Event Designer will program tabulator memory cards for each tabulator in your election, so your tabulators arrive ready for your pre-election testing. Each tabulator is automatically configured to know which ballot faces to accept, whether the accessible voting functionality is operational, and how the unit should interact with voters.

Results Tally and Reporting

The results tally and reporting module is installed on a client PC at the customer's location, to be used on election night upon close of polls.

The program allows for the upload of results from each tabulator to the PC computer running the results tally and reporting module, located at your election headquarters. This upload is usually achieved by the physical delivery of each tabulator's memory cards from the voting location to election headquarters as soon as polls close, but can also be accomplished through a modem transmission.

Under this process, once the memory cards arrive at election headquarters after close of polls, the card is inserted in a standard memory card reader attached to the workstation hosting the Results Tally and Reporting client application. The program automatically uploads the result files into the results tally module, and consolidated results are verified, tabulated, and published.

Once the vote data is uploaded into the result tally module, the flow of results to the public and media can be controlled. Many election officials like to review the results before releasing them, and the system provides a number of ways and reporting methods, including but not limited to a precinct-level electronics result report, number of provisional ballots cast, ballots cast during early voting, on election day, and by mail. Alternatively, the results can automatically be released for public view, bypassing the review stage entirely.

Internet-based Graphical Results Report

The Internet-based graphical display of results provides an attractive and dynamic focus on election night. The report display runs in real-time on the Internet, updating as results are released from the results tally module by officials. It can be projected on public display screens, such as County Offices, fed to local television stations, and displayed on the county or state's website. Dominion has different report layouts available, and can configure the display with customer logos and colors. The report display can be interactive, allowing website users to click on contests and geographic areas of interest to them.

The Internet-based graphical display is completely automated and runs behind the scenes. Once election officials have released a set of results, XML files are created and transferred to a local FTP directory (either via a LAN (if permissible) or external memory device), and the graphical display is automatically updated. This XML file is in an internationally defined election format called EML (Election Markup Language). As such, the election results are transferred in a format that can be easily read by news media, if they wish to import the XML files into their own display program (or they can simply use your Dominion graphical report for broadcast).

Additional EMS Modules

In addition, the following modules are included:

- Election Database Server – RDBMS based repository for election projects and associated data.
- Election Programming Station (EPS) client application – combination of software and COTS hardware for programming memory cards in batches
- Audio Studio (AS) client – utility used for recording audio files for audio ballot presentation for accessible voting
- Logic and Accuracy Test Studio (LATS) client – utility application for the creation of test decks and for managing overall Logic & Accuracy test activity
- Mobile Ballot Printing client application – utility application for the on-demand ballot printing – official ballots, L&A test deck ballots, sample ballots.
- Application Server– main back-end server application
- Election Database Server – Microsoft SQL Server-based repository for election projects and associated data
- Network Attached Storage Server – repository of election project file based artifacts

RESPONSE TO:
REQUEST FOR EXPRESSION OF INTEREST
ELECTION SYSTEMS AND SERVICES

Angie Nussmeyer
Director of Elections
City-County Building
200 East Washington Street
Indianapolis, IN 46204

Closing Date: 4:00 P.M., October 11, 2013

Submitted by:

Election Systems & Software
11208 John Galt Boulevard
Omaha, NE 68137

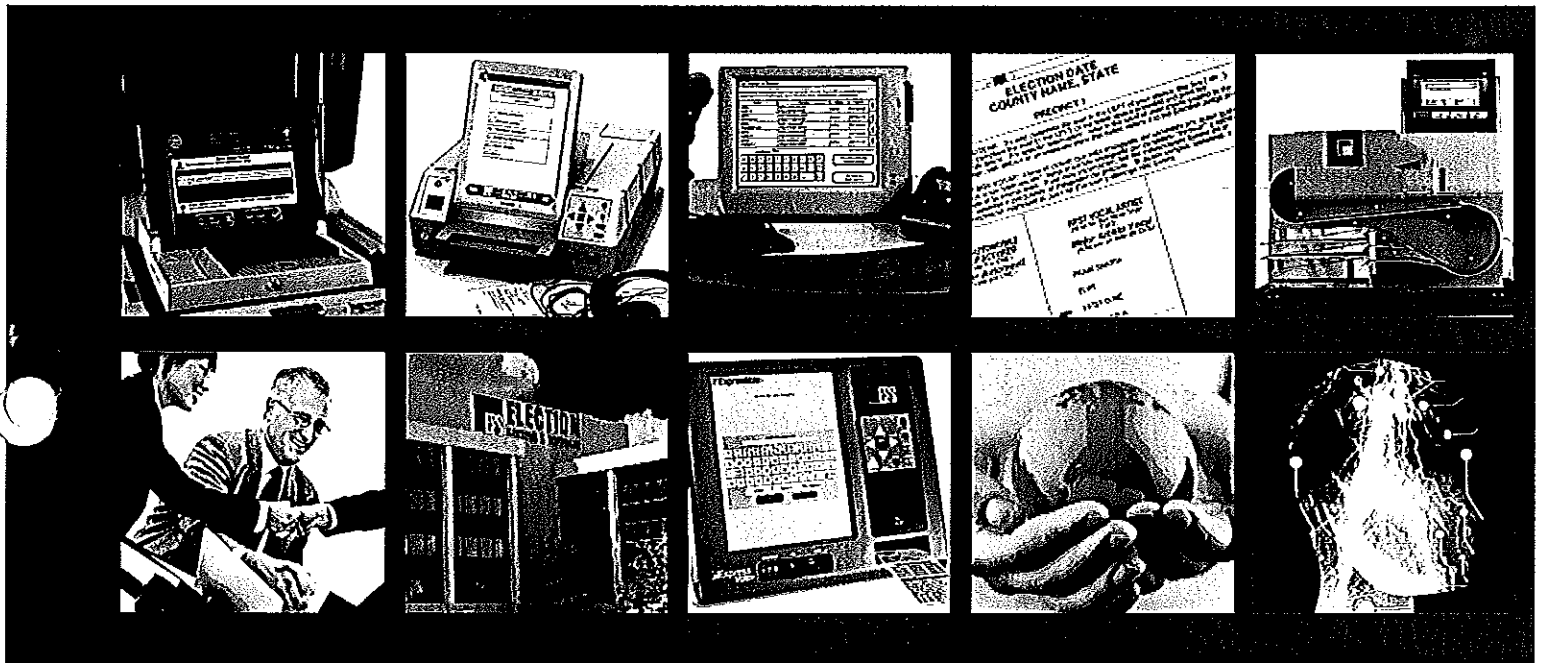## Phone: 1.800.247.8683
Fax: 1.402.593.8107

ES&S

ELECTION
SYSTEMS & SOFTWARE

ELECTION Systems & Software

Enhancing the Marion County Election Process

Request for Expression of Interest for Election Systems and Services

October 11, 2013

ELECTION
Systems & Software

maintaining voter confidence. enhancing the voting experience.

October 9, 2013

Angie Nussmeyer
Director of Elections
City-County Building
200 East Washington Street
Indianapolis, IN 46204

RE: REI for Election Systems and Services

Dear Ms. Nussmeyer,

As the leading voting system vendor in the U.S., **Election Systems and Software, LLC ("ES&S")** is pleased to be included in Marion County's Request for Expression of Interest for Election Systems and Services.

The role of election vendor to counties like Marion is an incredibly important responsibility, one that ES&S takes very seriously. At the core of our philosophy are values like hard work, trust and honesty. As the most experienced and successful provider of election equipment and services in the United States, we specialize in helping mega-jurisdictions like Marion County be successful. There is no other vendor in the country with more large scale implementation, service and support experience than ES&S. Why is this important to Marion County? Because mega- jurisdictions, like Marion County, have very unique needs and requirements. ES&S has successfully satisfied those needs and requirements time and time again.

Our proposal response provides the County with information on the exciting advances our technologists have made in voting technology. The DS200 and the DS850 are state-of-the-art, patented ballot scanning machines that have revolutionized the industry. Product features include Intelligent Mark Recognition (IMR), an ES&S patented advancement in digital scanning; large touch screen interfaces; and hardware engineering providing the durability that allows our products to stand the test of time.

As you know through your attendance at the 2013 Indiana Clerk of the Circuit Court's Annual Conference which took place June 4-6, 2013, and the 2013 Association of Clerks Circuit Courts of Indiana Meetings which took place September 10 and September 12, 2013, ES&S, pursuant to Indiana Election Code 3-11-15-49, demonstrated certain of its new voting system equipment, including the ExpressVote ADA, Early Voting and Vote Center device, which is not yet certified in the State of Indiana. Such new equipment is designed to fully integrate with ES&S' currently State of Indiana certified ES&S DS200 voting system. In accordance with Section 3-11-7.5-4 of the Indiana Election Code, however, we are prohibited from marketing, selling, leasing, installing or implementing any such new electronic voting system before the application for certification of the system has been approved by the Indiana Election Commission. Therefore, at this time ES&S is unable to provide you with additional information related to those products which were demonstrated at the Clerks conferences.
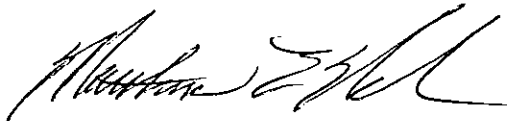
ES&S anticipates submitting its new voting systems for certification to the State of Indiana Election Commission in 2014. Upon receipt of such certification, ES&S would be happy to provide you with further information regarding those products. In addition, pursuant to Indiana Election Code 3-11-15-49, ES&S will be demonstrating its new voting system equipment, once again, during the Indiana Election Division conference scheduled for December 16-18, 2013.

The election business is sensitive to change. ES&S has the financial capital to protect Marion County from fluctuations in voter preferences, changes in technology, supply chain volatilities, and possible changes in legislation. We have the unique financial strength to help protect the County from unanticipated changes in the market. ES&S is constantly reinvesting in our technologies and processes to be prepared for future security qualifications along with state and federal regulations.

ES&S is the recognized leader in the election market. Through the continual development and introduction of innovative election products, ES&S has emerged as the leading provider of end-to-end, fully integrated voting and business service solutions. ES&S products have stood the test of time, and are the reason why jurisdictions like Marion County have been choosing ES&S more than any other vendor. With a new leadership team, company-wide and in Indiana, we stand ready to provide the best service and support possible. With our team's experience in Indiana election law and knowledge of the challenges that come with being a major jurisdiction, ES&S is the best choice for Marion County's future needs.

Thank you for considering our proposal. If you have any questions, please feel free to contact me directly at (402) 938-1417 or you may contact our dedicated Indiana Regional Sales Manager, Jeremy Burton at (317) 755-6901.

Sincerely,

Matthew E. Nelson
Senior Vice President of Corporate Sales

Enhancing the Marion County Election Process
Request for Expression of Interest for Election Systems and Services

STATEMENT OF QUALIFICATIONS

FORM "A"
Qualifications Statement

Local Office or office where majority of services and communications will be performed:

1. Company Name: Election Systems & Software, LLC

    Street: 11208 John Galt. Blvd

    City: Omaha

    Telephone: (800) 247-8683

    Fax: (402) 970-1291

    Primary Contact Person: Jeremy Burton, Indiana Regional Sales Manager

    E-Mail: jeremy.burton@essvote.com

2. Home Office (Parent Firm, if applicable)

    Company Name: _____

    Street: _____

    City: _____

    Telephone: _____

    Fax: _____

    E-Mail: _____

    Principal in Charge: _____

3. Type of Organization

_____ Individual   _____ Partnership   _____ Corporation

_____ Joint Venture   __✓__ Other

If other, please explain: _Limited Liablity Company (LLC)_____

Does the firm qualify as Minority Business Enterprise (MBE)? _No_____
Does the firm qualify as a Woman Business Enterprise (WBE)? _No_____
In what jurisdictions is the firm certified as such? _N/A_____

When was the firm established? ____04/12/1997_____
                                       Day / Month / Year

4. Principals and Officers

List all principals and officers of the company below by full name and title. Attach separate sheet if necessary.
_Please see the following listing for a listing of ES&S principals and officers._____

_____
_____
_____
_____

5. Professional Liability Insurance

Does your company presently carry any business insurance that for which the Board can be named as an additional insured or which is otherwise available to support claims of liability or non-performance by your company? _Yes_____

If yes, indicate limits: _$10,000,000_____
_____

_____
_____

If no, would you carry such insurance if awarded a contract for performance of services for the Board? _____

6. If this work is being proposed as a joint venture, please indicate the work and estimated percentage of the total project to be performed by each firm. Specify which firms are MBE/WBE participants.
_N/A_____
_____

7. Experience

List below the five (5) most relevant or similar projects or contracts that are ongoing or completed within the last five (5) years. Include professional fee amount or contract payment terms.

	Project Type & Location	Types of Services	Owner / Agency	Professional Fee/ Contract Payments
1.				
2.				
3.				
4.				
5.				

8. Attach any additional information that may be useful in evaluating your firm.

Please see Appendix **A** for a detailed listing of projects.

Signed By: _Matthew E. Nelson_

Title: _Vice-President of Corporate Sales_

Company Name: _Election Systems & Software, LLC_

Address: _11208 John Galt Blvd._

Telephone: _(402) 938-1417_

E-Mail: _menelson@essvote.com_

Date: _10/09/2013_

Election Systems & Software, Inc.
Directors & Officers Listing

Title	Name
Chairman & CEO	*Aldo J. Tesi*
President & COO	*Thomas E. Burt*
Executive VP/CFO/Treasurer	*Thomas F. O'Brien*
Vice President of Finance/Secretary	*Richard J. Jablonski*
Senior Vice Presidents	*Kenneth Carbullido*
	MatthewNelson
	Kathy Rogers
	James Schmidt
Vice Presidents	*Steve Bolton*
	Adam Carbullido
	Bryan Hoffman
	Richard J. Jablonski
	Mark Kelley
	Kevin Kerrigan
	Steve Pearson
	Gary Weber
	Todd V. Urosevich
Directors	*Aldo J. Tesi*
	Michael R. McCarthy
	John Schuele

FORM "B"
Statement of Interest
(may not exceed one page or 300 words)

State the reasons why you are interested in obtaining an Agreement with the
Board, and why you believe your firm would be a creative, helpful, and successful
partner with the Board.

At Election Systems & Software, we believe in long-term solutions for elections. Over the last 30 years of doing business in Indiana, our voting machines have stood the test of time. The Eagle voting machine continues to be used after two decades, and the Model 100 is still in use after over one decade. The next generation of products at ES&S are built with this same core belief in mind.

Elections are the most important function of local government, but local governments do not have unlimited resources. In these tough economic times, it's important that counties choose products and an election company that will be around for the long-term.

ES&S manufactures and owns all of its products, which will allow the future needs of Marion County to be accommodated. Our engineers and programmers stand ready over the full life of your products to enhance, modify, and create new uses for them as your election laws change and new ideas emerge.

While your current voting system (consisting of Model 100s, ADA iVotronics, and the associated software) includes viable and enhanceable products, the next generation of the ES&S product line would be an exciting upgrade for Marion County's poll workers and voters.

ES&S has a warehouse full of Model 100 and iVotronic new repair parts. Twice in the last two years, ES&S has certified upgrades to the firmware and software associated with the Model 100 in Indiana. ES&S will be maintaining the voting system owned by Marion County for more than another decade.

We look forward to the opportunity to work with you to bring Marion County voters the best voting experience possible. Our products are proven to be sustainable, and our new leadership team, company-wide and in Indiana, will bring you superior service.

STATEMENT OF QUALIFICATIONS

FORM "C"
Statement of Preliminary Proposals
Regarding Conceptual Approach

Assess the Board's Objectives as provided in Section 3 of the REI and provide brief statements regarding your conceptual approach for utilizing your products and services to accomplish each of the stated goals and descriptive items listed under each goal, including whether or not you are available to perform activities to support those goals, and any pricing and cost information and/or conceptual models you want the Board to consider as an initial matter.

Statement of Qualifications, Form C Statement of Preliminary Proposals – Objectives

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3. OBJECTIVES

The Election Board is interested in exploring the possibility of entering into one or more agreements with vendors to provide election systems, machines, and services in a manner that improves the voting experience for Marion County voters and election administration by the Board. Such an agreement would result in a new voting system for Marion County that would attempt to achieve the following objectives (not listed in any order of preference or importance):

A. Secure. The current system meets or exceeds state security standards. Security breaches with the county's closed system and rudimentary technology are difficult and, by experience, nonexistent. The technology and administrative procedures provide for ample checks and balances and exhaustive accuracy testing and auditing. As such, equipment tampering, equipment malfunctions, and operator error are easy to detect and isolate. Since votes are recorded on paper and electronically, vote totals are easy t0.o verify and inconsistencies can be corrected on Election Day or during a recount or contest. If possible, future voting systems and methods should improve upon the security of the current system. But at very least, a new system should ensure that current level of security is maintained.

ES&S RESPONSE

All ES&S ballot tabulation equipment is constructed using rugged, durable materials designed to withstand the wear and tear of frequent shipping to and from polling places. The devices include physical security features such as locking panels and security seals to secure sensitive components and election files, and a key-locked case for transport and shipping.

From concept to construction, ES&S adheres to industry-leading standards for quality and security. Designed to meet the rigorous security standards of the U.S. Election Assistance Commission (EAC) 2005 Voluntary Voting System Guidelines, our operating systems control, limit and detect unauthorized access to all critical system components. The systems also implement state-of-the-art safeguards against losses of system integrity, availability, confidentiality and accountability. In addition, ES&S encrypted all data and operating code to prevent malicious tampering.

The tabulation system audit log reports list all events (errors, alarm conditions, exceptions, and user initiated functions) that occur on the system from the time an election worker inserts the terminal's memory device into the machine until it is removed. Each event appears in the audit record with a date and time stamp. The audit logs retain entries from all internal components capable of producing an audit log entry, including the power management board, the scanner hardware board, and the election processing firmware.

Encryption is a very important component in our systems. Election configuration data, voter results, and ballot image files on the DS200 USB removable flash drive are encrypted using FIPS-compliant Advanced Encryption Standard (AES) encryption using a certified library from RSA. In addition to encryption, the data is digitally signed using Public-Private key pairs.

Security features and recommended procedures on our system include:

- Keyed locks protect the USB flash drive, backup flash drive, power cord and all other critical system components. A provision for a wire seal within the USB port provides an additional level of security.
- Ballot box compartments can be sealed with paper seals to secure the DS200 and ballot box during transport and operational use. Seal numbers should be tightly controlled, and any evidence of seal tampering should be reported to election central.
- Data is encrypted and digitally signed on USB flash drive.
- Security codes are required for poll opening, administrative access and re-opening polls.
- Access to keys to ballot box and DS200 should be restricted to only the lead poll worker and election staff.
- Stores all votes and election configuration files to an external USB flash drive. If a terminal fails, poll workers simply transfer the flash drive to a backup unit and seamlessly continue voting.
- The DS200 records errors and major events and tags these incidents with the date and time the incident occurred based on the DS200's real-time clock settings. Audit trails are saved to the inserted USB flash drive.
- The Zero Report, which is printed before polls are open on voting day, is used to indicate no tampering has been done to the vote totals.
- The DS200 also has the capacity for redundant storage of Election Day information on a USB flash drive.
- The DS200 has a laptop–style hinge display that doubles as a built-in security lid. Until this lid is unlocked and opened, there is no access to the paper path or other optical components.
- After poll workers close the polls, users cannot cast ballots without the proper ballot box keys and security codes to reopen the polls.
- The USB flash drive stores images of each ballot cast. To ensure security, the ballot images are stored with random names assigned to each ballot image file to protect voter anonymity.
- The system automatically saves XML records of each ballot cast.

> **B. State certified. Any new voting system, and all necessary elements thereof, must be certified by the State of Indiana through the Indiana Election Commission (IEC) by the time the new system is purchased by the County. Respondents to this REI should only propose systems to the County that are IEC certified or at very least reasonably certain to be certified by the IEC before an ultimate purchase is made. The Board does not wish to waste time evaluating products that are not and will not ultimately be certified by the IEC.**

ES&S RESPONSE

ES&S understands and respects the State of Indiana's voting system certification process as well as the Board's valuable evaluation time. ES&S is in the unique position to offer solutions which are proven in large urban environments like Marion County. The DS200 has been successfully implemented in jurisdictions like New York City, Cuyahoga County (Cleveland), Ohio and Miami Dade County (Miami), Florida. No other vender in the industry can make this statement. Why is this important to Marion County? Because Marion County, like other mega-counties, have unique product, service and support requirements which ES&S can meet.

> **C. Cost effective. Whether to purchase new equipment in 2014 depends, in part, on the ability of the county to fund the purchase. The Board is interested in per unit costs for voting machines and cost estimates for other related hardware, software licenses, services, and other necessary materials and equipment for a new system. The Board welcomes ideas from vendors as to innovative and cost-effective ways to fund the purchase, implementation, and use of a new voting system.**

ES&S RESPONSE

ES&S may provide discounts based upon actual software licensed and the quantities of hardware and services purchased. The initial purchase price can be further reduced through trade-in allowances for the County's current equipment. Multi-year service agreements are another option for additional discounts where the discounts are based upon the quantity and type of services to be provided and the length of the services agreement. ES&S can also offer multi-year financing to reduce the initial cash investment for the purchase of a new voting system and allow payments to be spread out over multiple years.

Once the final voting system configuration, service requirements, and contract term commitment are known, ES&S can provide the County with a firm, fixed quote. Estimated pricing for tabulation equipment, disability ballot marking devices, and software are shown below.

Description	Unit Price
Model DS200 Precinct Scanner, Plastic Ballot Box with Steel Door and e-Bin, Reverse Wound Paper Roll and 4GB Thumb Drive	$ 5,750.00
Model DS200 Precinct Scanner Only with Reverse Wound Paper Roll, 4GB Thumb Drive, and use of Existing Model 100 Steel Ballot Box with the DS200	$ 5,210.00

Model DS850 High-Speed Scanner with Steel Table/Cart, Start-up Kit, Dust
Cover, Reports Printer, Audit Printer, Battery Backup, Two (2) USB Cables,
Three (3) 8GB Thumb drives, and Firmware License $111,500.00

Disability Ballot Marking Device $ 3,550.00

EMS Software (County can leverage its current investment in the UNITY Election
Management System (EMS) Software)

**D. Accurate. The current system produces accurate results. There have been no
reported or experienced instances of the county's current machines having
mistabulated properly marked ballots without there being some form of operator
error or easily detectable and alerted equipment malfunction. The current
system also has adequate safeguards to alert voters and election officials of
operator errors and system malfunctions and to prevent such anomalies from
affecting other properly recorded ballots and votes. A potential new system
should maintain current accuracy levels.**

ES&S RESPONSE

The DS200 has been tested and certified to sustain reading accuracy during the required
operating period with a reliability level exceeding 99.999 percent.

The circuitry of the DS200 provides diagnostic testing for verifying system condition. At
every startup, the DS200 automatically performs a series of internal system diagnostic
checks. Automatic self-tests include checking the scanner software, checking the printer,
and other system checks. A report of the test results will be generated. Reports include the
automatic printing of the Configuration, Status and Zero reports, which provide all the
information needed to verify equipment readiness.

If any of these system tests fail, the unit will not enter the vote mode. If a failure occurs,
the DS200 will display the main menu and the election definition will be removed.

Additionally, the DS200 scanner allows the technician to run a hardware diagnostic routine
and report from the Administrative Menu. Selecting **Hardware Diagnostics** displays the
correct hardware settings. Officials can use the options under the Hardware Diagnostics
menu before and after an election to verify that all scanner functions work correctly. Users
can print a copy of the scanner's hardware settings by pressing **Hardware Report.**

Election staff should test the ballot tabulation and mechanical scanning functions during
Logic and Accuracy testing by feeding an audited stack of pre-marked ballots (test deck)
through the scanner and comparing the resultant scanner totals to the expected test totals.

Testing the tabulation of vote totals and accumulation processes on the DS200 is
accomplished using data created during testing of the entire system. The results from the
ballot tabulation/accumulation are processed using ES&S' Election Reporting Manager
software. Election reports are provided as part of the test. The processes exercised during
these tests should be the exact processes that are used on Election Day and night. This
level of testing ensures the integrity of the entire system.

The DS200 and our accessibility solution display status and error messages on the terminals' color screens. Messages are displayed in full text or numeric format. All error messages requiring intervention by an operator or election staff at the voting location are displayed unambiguously in easily understood language text on the display. Any error messages will be displayed in that elector's language of choice.

Situations that require elector or election worker interaction are displayed clearly in plain text, and are supplemented with an audible warning signal. A confirmation screen provides clear feedback to the elector that their ballot has been successfully tabulated.

E. Accessible (HAVA Compliant). All voting systems approved for use in Indiana are HAVA compliant and provide at least a minimum standard of accessible, confidential, and independent voting for voters with disabilities. A potential new voting system should improve accessibility for voters with disabilities. Under HAVA, a new system must include at least one direct recording electronic voting system or other voting system equipped for individuals with disabilities that permits all voters (including voters with visual impairments) equal access, privacy, and independence when voting.. (See 42 U.S.C. § 15481 (a)(3)). The inclusion of the DRE components/capabilities in a new voting system should be integrated seamlessly with the system as a whole, as opposed to combining two separate systems as is the current case. The speed and intuitiveness of the audio ballot capability for nonvisual voters in a potential new system should be improved over the current system. For many voters with disabilities, traveling to a polling location to vote is an activity outside their normal routine that requires, planning, preparations, and perhaps some level of anxiety. To the extent technology can be used to ensure ample and consistent time, space, and flexibility in a supportive manner, it should. Generally speaking, the greater the level of respect, ease and comfort provided to voters with disabilities, the less likely voters will experience a voting hardship.

ES&S RESPONSE

ES&S has a strong development history of innovative solutions for people with disabilities. From concept to construction, ES&S adheres to industry-leading standards for quality and design. The ES&S voting system is fully HAVA- and ADA- compliant, including accessibility standards adopted as part of the VVSG pursuant to HAVA, Section 301a.

The DS200 Precinct Ballot Tabulator is designed to meet all the Common Standards of the Accessibility requirement in VVSG Volume 1 – Section 2.2.7.1. In addition to these accessibility requirements, the DS200 design includes a large LCD screen to improve voter feedback, and a touch screen interface to simplify voter interface. Situations that require voter interaction are displayed clearly in plain text, and are supplemented with an audible warning signal. A confirmation screen provides clear feedback to the voter that their ballot has been successfully tabulated.

From a system standpoint, the County can enhance the voting experience for voters with disabilities by providing accessible voting privacy booths, magnifiers, or other ballot marking provisions to assist the voter in the marking of their ballot.

**Enhancing the Marion County Election Process
REI for Election Systems and Services
October 11, 2013**

Our accessibility solution meets and exceeds the U.S. 2005 Voluntary Voting Systems Guidelines and HAVA section 301 accessibility requirements, providing the industry leading universal voting system for all eligible voters without discrimination of voters with disabilities.

Accommodating to various election needs, our accessibility solution can serve all voters, including those with special needs, allowing voters to vote autonomously.

The touch screen and navigational keypad buttons are interconnected and can be used to complete all required operations. On the touch screen interface, various colors and accessibility-enhancing effects have been chosen to prompt and guide the voter. These digital buttons meet all applicable guidelines regarding size and readability.

The navigational keypad has been tested and modified through consultation with special needs groups. The keys are arranged to allow for an intuitive voting session. Each key has both Braille and printed text labels designed to indicate function and a related shape to help the voter determine its use.

Regardless of whether the voter uses the touch screen or audio interface, changes can easily be made throughout the voting process by simply navigating back to the appropriate screen and selecting the change.

The audio interface is accessible through headphones. These headphones are designed to have low sound leakage to preserve privacy. The system also includes a dedicated Pause button which allows the voter to pause and resume the audio presentation.

All audio prompts and voter facing messaging have been enhanced in the latest accessibility solution. We have applied the "Guidelines and Best Practices" in voting by applying "Plain Language and Plain Interaction reconditions" from research and analysis done by NIST, EAC and various usability research groups. The benefits include: Eliminating ambiguous words and election jargon, reducing the amount of text on the screen such as instruction, review of vote selections, and confirmation of vote selections. Because this is a universal voting device intended for all voters, this will help voters with low literacy skills, mild cognitive impairments, and short term memory loss. These improvements will enhance the overall voter experience regardless of disability.

Features, Functions and Benefits

Features	Functionality	Benefits
Accessibility	• Multiple user interfaces including touch screen, Braille-embossed keypad, sip-and-puff tube, foot pedal or other two-way switch. • Audio voting session via text-to-speech or .wav files. • Voter selects speed, tone and volume. • High-visibility on-screen ballots. • Voter-selected font size and	The system allows blind, low-vision, and limited-dexterity voters to privately listen to instructions and selections in a volume, tone and speed level comfortable to them, able to cast their vote unassisted, thereby maintaining their privacy and anonymity.

Features	Functionality	Benefits
	contrast settings.	

> **F. Adaptable.** The county's current voting system has limited flexibility to accommodate potential changes to election law and voting methods. Elections are often different and may require different capabilities from one to the next. Election laws and mandated voting methods are also ever-evolving. A potential new voting system should be adaptable to accommodate the current precinct-based voting methods, as well as central absentee counting and other potential new voting methods before and on Election Day. The capability of a single machine to tabulate every ballot style for the county's current 600 precincts is particularly important in this regard.

ES&S RESPONSE

Our software and firmware are extremely adaptable. For decades, ES&S has developed world-class election management software. We continue to enhance our software as proven by the not one but two Indiana Election Board certifications in 2013 alone.

The DS200 removable drive is capable of handling the election information for the largest borough in NYC (Brooklyn) and will certainly handle the largest polling place in any precinct in Marion County. The DS200 can handle up to 9,999 voting precincts on a single unit. This gives Marion County great adaptability for future needs.

> **G. "Paper Trail".** At this point in time, a new voting system must provide some form of verifiable and reviewable paper record of votes cast. The current system provides a verifiable paper record and maintains ballot secrecy. There is general recognition that eventually eliminating paper due to its functional redundancy, inflexibility, inefficiencies, and ongoing costs could reduce costs and increase efficiency in the future. However, voters have less comfort and faith in such electronic-only, paperless systems. Over time, voters' comfort level with using electronic-only, paperless systems could rise. Flexibility to switch from a "paper-trail" system to a "paper-less" system would be desirable.

ES&S RESPONSE

The DS200 tabulates and prints a summary of every ballot cast on the unit in any given election. The DS200 also retains an unaltered digital image of each ballot cast along with the associated vote record which also can be used for recounts and adjudication. Upon a recount there will be no official hesitation to utilize these unaltered images, which can be

recalled using our EMS software and adjudicated electronically for comparison with the actual paper ballot markings.

The DS200 provides an audit trail that includes the ballots marked, ballots undervoted and possible overwritten ballots (i.e., overvoted ballots). At poll closing, the DS200 prints a Results Report that includes an alphanumeric printout of the contests, candidates, vote totals, serial number of the DS200 machine, and the public count total. In addition, more detailed reports are available through our election management software once the results are uploaded.

The accessibility solution also records errors and major events and tags these incidents with the date and time the incident occurred based on the system's real-time clock settings. The accessibility solution does not collect votes and is therefore simple to set-up and tear-down for poll workers. The DS200 reads both regular ballots and the accessibility ballots that result from votes cast using the accessibility solution. Audit trails are saved to the inserted USB flash drive.

H. Ease of Use for Voters. The ease and quickness for most voters in the current system should be maintained or improved upon in a potential new system. The current DRE touchscreen voting apparatus, the HAVA compliant system for voters with disabilities, is not as fast or intuitive as optical scan ballot card voting. The audio ballot capabilities of the current system are legally compliant, but exceedingly slow and cumbersome to operate by voters and poll workers. This should be improved in a potential new system. To the extent DRE touchscreen and audio ballot voting play a larger role in future voting, an optimal number of additional voting machines (i.e. more than one per precinct/location) should be procured and used in each location to lessen the effects of the slower rate of vote casting.

ES&S RESPONSE

The DS200 was specifically designed for ease of use. This helped drive the decision to add a large LCD touch screen to the unit to improve voter feedback. The graphic user interface (GUI) screens were designed by usability experts, around the usability guidelines described in the VVSG. The voter simply inserts their ballot into the DS200, in any orientation, and the DS200 will simultaneously scan both sides of the ballot using high resolution imaging and patented Intelligent Mark Recognition (IMR) technology to sense, validate and record the voter's marks and capture an image of the ballot for future adjudication. If the device notes a ballot handling exception on the voter's ballot, it will provide clear instructions to the voter on their options to correct the ballot or cast the ballot without change.

Our accessibility solution offers the advantage of touch screen technology, allowing the County to both serve the needs of voters with disabilities and provide a fast and secure way for Marion County voters to vote absentee-in-person. The system is easy for poll workers to use and set up by simply turning the key to the **ON** position; additionally, there are no vote totals to merge off the accessibility device.

The system comes with all accessibility options available in the marketplace, and includes a paper results card with a smaller footprint. The system has dedicated buttons for navigating

the ballot, selecting choices, help, volume (up/down), speech tempo (increase/decrease) and repeat. It also has a pause button for the voter to use. The audio speed can be increased or decreased without changing the pitch of the voice on the audio file.

I. Ease of Use for Poll Workers. The current system is difficult for poll workers to assemble, initiate, shut down, and disassemble. A new system should attempt to drastically simplify and improve voting machine initiation and shut down operations. By contrast, (once initiated) it is easy and quick for many voters to vote using the current optical scan ballot card voting methods and technology. The ease and quickness of voting and casting a ballot is essential to maximizing the voting capacity of every voting location and mitigating the risk of long lines that dissuade or effectively prevent voters from voting on Election Day.

ES&S RESPONSE

For Poll Workers: On Election Day, setup tasks for the poll workers are minimal. All the poll worker needs to do is plug the DS200 into an AC outlet and unlock/unseal the top lid of the ballot box to gain access to the scanner. The poll worker then unlocks the top lid of the DS200 and raises the lid to automatically initiate the boot-up process. The unit boots up in a matter of minutes. The unit is now ready for poll opening.

The poll worker will then press the **OPEN POLL** button and the Zero Report tape will automatically print. At that point, the device is ready to receive ballots from the voter.

At the scheduled poll closing time, the poll worker opens the DS200's forward USB access door with the DS200 barrel key and presses and holds down the **CLOSE POLL** button for approximately 3-5 seconds. When the poll close screen displays, the poll worker should press the red **CLOSE POLL** button on the display. The DS200 scanner will begin to automatically print the Results Report tape. If programmed, an Audit Log report will also print.

After all reports are printed, the poll worker selects **FINISHED-TURN OFF** button on the display and the DS200 will shut down. The poll worker removes and transports the USB flash drive (containing the cast vote records, ballot images and audit log) to election central (according to City procedures) for subsequent results accumulation into Election Reporting Manager (ERM), or transmits the results via modem.

Opening the polls for the Accessibility device: Election workers open the accessibility solution for voting by unlocking the security compartment, then making sure that the power switch is in the **OFF** position. Once this is verified, the poll worker sets the mode switch to **Voter** and presses the **ON** button.

The DS200 brings complete transparency and unaltered auditability to Marion County. Utilizing our patented Intelligent Mark Recognition technology, coupled with the creation of separate digitally linked image and cast vote record files, the DS200 produces unaltered, verified election results unlike anything our competitors have to offer.

To close the polls, the poll worker simply unlocks the security compartment and turns the power switch to **OFF**, then relocks the compartment.

For Voters: The DS200 was specifically designed for voters to be able to cast their votes in a time-efficient manner and with ease of use. To cast an official ballot, the voter inserts their marked paper ballot, in any orientation, into the DS200 input slot, and follows the easy-to-read instructions, displayed in multiple languages, on the terminal's large 12-inch LCD touch screen.

The terminal scans the entire ballot (front and back), interprets voter selections and either accepts the ballot, or identifies and alerts the voter to any exception condition (undervotes, overvotes, blanks, as specified by the programmer) with large, easy-to-read system messages and audible alerts. The DS200 provides instructions for resolving any ballot issue, vastly improving voter oversight and accountability and dramatically reducing the number of invalid ballots cast during your election.

J. Small "footprint" for small voting spaces. In recent years, many polling locations lack sufficient space for voting to occur on Election Day in Marion County. Care must be given to ensure plentiful space to navigate around poll worker tables, voting machines and/or booths. A new voting system should have as small a "footprint" within a polling place as possible to maximize accessibility, as well as maximize the number of votes that can be quickly marked and tabulated (by one machine or numerous machines) per precinct in each polling location during a typical 12-hour Election Day.

ES&S RESPONSE

The DS200 is a portable device that can be easily integrated into any polling place configuration and has no special restrictions on the space required for installation and operations. The arrangement of the systems should not impede performance of their duties by polling place officials, or the orderly flow of voters through the polling place. Large caster wheels on the bottom of the ballot bin allow the poll worker to easily maneuver the DS200 to a new location within the polling place, if needed.

The DS200 ballot box is the largest ballot box in the industry, with a capacity of 2,200 to 2,500 ballots depending upon the size of the ballot. This large capacity is a huge advantage to Marion County's smaller precincts, as our ballot box can service more voters versus other vendor systems who will need multiple ballot boxes.

The DS200 removable drive is capable of handling the election information for the largest borough in NYC (Brooklyn) and will certainly handle the largest polling place in any precinct in Marion County. The DS200 can handle up to 9,999 voting precincts on a single unit.

K. Accommodates Absentee/Early Voting. Many benefits to robust absentee/early voting programs have been identified and, at times, experienced in Marion County. A new voting system should provide for an easy, adaptable, and efficient program for early and absentee voting – by mail, in person, travelling absentee board and military/overseas. A new system should be adaptable so as to allow for future possible expansion of early in-person voting in Marion County, as well as an efficient program for tabulating and integrating a centralized count of absentee ballots on Election Day in one location.

ES&S RESPONSE

With the increase in mail and other absentee ballot voting methods across the U.S., a high-speed central counter is becoming a critical node in voting system solutions. Either the DS200 or the DS850 are more than capable of tabulating the absentee/early ballots for a Marion County election. The DS850 is **the industry's fastest high-speed ballot scanner.** Key features include:

✓ **High-Speed Sorting** — The DS850 can scan over 300 – 14" double-sided ballots per minute – <u>even folded ballots</u> with full sorting options enabled. The DS850's three unique output bins allow programmable ballot sorting without compromising speed.

✓ **Folded Ballot Processing** — The DS850 was designed with a series of patent-pending **TruGrip™** composite rollers that apply constant control to folded ballots throughout the entire process.

✓ **User-Friendly Design and Operation—** The DS850 features a user-friendly software interface on an easy-to-use 15-inch LCD color touch screen display.

✓ **Patented Intelligent Mark Recognition IMR®** – World-class image capture and processing capability integrated with ES&S' patented IMR solution to deliver fast, accurate election results.

Additionally, ES&S has comprehensive solutions that address the challenges of absentee voting by providing the technology and services to ensure accurate, efficient and secure production of ballots for absentee and walk-in absentee voting applications. Our solutions are integrated, portable, highly secure printing systems specifically designed to generate ballots on demand for governmental elections, eliminating the waste that typically occurs with absentee and early voting.

Our systems improve efficiency and reduce the costs associated with printing of absentee balloting by eliminating these time-consuming and costly factors:

✓ Time to pre-order absentee ballots.

✓ Wasted cost associated with over ordering of ballots.

✓ Space required to stock ballots for picking.

✓ Labor required manually searching and picking ballots.

✓ Concern regarding accuracy of manual picking.

✓ Concern regarding accuracy of data entry.

✓ Voter inconveniences due to time required to manual pick and enter sequence number.

✓ Space required to store unused ballots at end of election.

> **L. System durability. The current system has been in use and performed relatively well and consistently for over a decade and used (in some form) for the last 18 Marion County elections. A new voting system (providing for anticipated hardware use, maintenance, and replacement) should be at least as durable as the current system, and if possible provide greater durability.**

ES&S RESPONSE

The county's current voting system is only in its mid-life, and ES&S has a full complement of replacement parts to keep them performing as certified for another decade or more. The next generation ES&S products are also built with this kind of long-term durability in mind. Because counties have a diverse set of important spending priorities beyond elections, ES&S very consciously builds products to be durable and easy to fix. One of the values of ES&S products is the fact that our products do not rely on commercial off-the-shelf (COTS) parts, meaning when companies discontinue COTS parts, ES&S isn't affected because our products are manufactured and stored by us. Fewer new certification events are triggered, and Marion County does not have to worry about parts shortages.

The proposed tabulating equipment, the DS200, was first produced, certified, and deployed for use in U.S. federal and state binding elections in 2008. Since that time, over 15,000 DS200's have been purchased and have been used in tens of thousands of elections. The DS850 central count scanner was first produced in 2010 and first certified in 2012—it has decades of useful life when you consider the sustainability history of our major tabulation voting systems.

ES&S designs and manufactures its voting equipment to withstand normal use without deterioration and without excessive maintenance cost for a minimum lifecycle of 10 years. Nevertheless, existing ES&S voting equipment product lines far exceed the normal lifecycle of 10 years, for example, the ES&S Model 100 precinct tabulator has been in service for over 15 years; the ES&S Optech Eagle has been in service for over 23 years; and the Model 650 Central Count scanner has been in service for over 11 years.

To ensure the sustainability of our products throughout its lifecycle and beyond, ES&S engineers its voting system products with an eye on durability, ease of maintenance, and availability of parts and supplies. The ES&S supply chain is the most extensive in the election industry. We have the largest product offering, so we must have a strong supply chain. Product sustainably and lead-time compression is the driving force to having a strong supply chain. We do our best to choose long life industrial grade components and hardware to ensure we meet and exceed parts availability. We have a complete bill of materials for all of our product lines. We continually monitor our component inventory supply, customer demand, and supplier availability. ES&S involvement includes inventory management, hardware engineering, manufacturing, purchasing, and field services. Our outside contacts include contract manufacturing partners, manufacturer representatives, manufacturers, and

component suppliers. Constant monitoring and effective communications between all manufacturing partners is the main reason why we continue to enjoy success.

Appendix A: Experience

7. Experience

List below the five (5) most relevant or similar projects or contracts that are ongoing or completed within the last five (5) years. Include professional fee amount or contract payment terms.

E&S has provided equipment, services, and support to the following counties for the period of 2008-2013.

Project Type and Location	Type of Services	Owner/ Agency	Professional Fee/Contract Payments
Cuyahoga County, OH	DS200, AutoMARK, DS850, Unity software, project management, support, ballot printing and services	ES&S	$24,900,000.00
Erie County, NY	DS200, AutoMARK, DS850, ElectionWare software, support and services	ES&S	$1,737,000.00
Hennepin County, MN -	DS200, AutoMARK, DS850, ElectionWare software, maintenance, project management, ballot printing and coding, support and services	ES&S	$6,325,000.00
Miami-Dade County, FL	DS200, DS850, Unity software, maintenance, project management, support and services	ES&S	$23,123,000.00
New York City, NY	DS200, AutoMARK, ElectionWare software, project management, support and services	ES&S	$39,177,000.00

Hart Voting System

Request for Expression of Interest
New Election Machines, Equipment, Systems and Services
October 11, 2013, 4:00 p.m. EST

H ART
Intercivic

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October 11, 2013

Marion County, Indiana
Angie Nussmeyer
Director of Elections
City-County Building
200 East Washington Street
Indianapolis, IN 46204

RE: Request for Expression of Interest (REI)
        New Election Machines, Equipment, Systems and Services

Dear Ms. Nussmeyer:

Enclosed is Hart InterCivic's proposal in response to the County's Request for Expression of Interest for New Election Machines, Equipment, Systems and Services. Our proposal offers you a voting solution built on the rich functionality of the Hart Voting System. This solution is designed to address the voting system requirements for Marion County. Selecting Hart will allow the County to be compliant with the Help America Vote Act of 2002 (HAVA).

For over a century, Hart has exclusively served the needs of state and local governments. Our passion is democracy and ensuring the sanctity of the vote. Helping our customers consistently conduct secure, accurate and reliable elections is at the heart of everything we do.

More important than what we do is how we do it. From the nation's smallest jurisdictions to its largest, there is a reason why Hart is synonymous with election excellence, unrivaled product quality and performance, superior customer service and the industry's most tenured and knowledgeable staff. Hart's solid reputation for successful project delivery, customer satisfaction and business integrity has been built through our years of quality service to state, county and local government. We have provided election products and services to hundreds of jurisdictions nationwide, including two of the five largest U.S. counties and the State of Hawaii, to conduct thousands of secure, accurate and reliable elections. In January 2011, Hart was selected to provide the new state-wide system to the State of Oklahoma. Hart is proud of our reputation and the success of the jurisdictions currently using our products and services.

Hart offers a solution to fit the County's needs. Hart appreciates that while we bring considerable implementation experience to our clients, it is our commitment to understanding our customer's distinctive election environment that ultimately results in success. Our comprehensive, field-proven solution addresses every aspect of election management, the usability of the voting system for both voters and election officials, and provides secure reporting. Hart's inclusive election management software uses an industry-standard operating system and tools, providing database-driven power with maximum flexibility. The Hart Voting System will allow the County to seamlessly transition to a more modern system while maintaining reliability and compliance with the Help America Vote Act of 2002.

The Hart Voting System provides the County with the highest value and best solution in the industry. Total cost of ownership is minimized with the Hart Voting System in two ways: first, through very competitive pricing and second, through the low operational and maintenance costs as the County becomes more self-sustaining over time. By design, Hart customers become self-sufficient faster than those purchasing other systems – it is simply our philosophy. Our superior training and enablement,

supply chain efficiencies and minimal failure rates mean customers have little-to-no dependency on Hart for consistently conducting successful elections.

Hart is a low-risk, proven and trusted partner. Adhering to the highest standards of personal integrity and ethics, Hart offers a continued commitment to the elections community with organic growth, product development and efficient support of its products. In addition to Hart's unparalleled industry experience, the company has been recognized for its exemplary commitment to business ethics with The Samaritan Center Award. This commitment is reflected through our Relationships Matter Program – Hart's approach to ensuring that each of our customers has a point of personal contact and liaison within the Hart organization. The Program is the conduit for customer's voices to be heard throughout our organization and leads to our continued joint prosperity. Hart is able to deliver success to our customers because we listen, we learn, we implement, we partner and most importantly, we do the right things. In our 2013 annual customer survey, 92% of Hart customers rated the company's support as "above average" or "excellent."

Hart combines our integrity and ethics with solid financial strength and stability, the best and most reliable technology, and a low risk solution with the most tenured team of services professionals found in any of the election companies. Hart has worked with states and counties across the country to facilitate successful elections and continues to offer our clients unequaled service and support.

We understand that the selection of a new voting system is important to all stakeholders. You are investing in more than voting machines. You want the assurance that you are purchasing a complete solution that will result in accurate, secure and efficient elections, while providing the best value to the County's taxpayers. Hart provides this assurance through a complete and trusted voting system solution with a dedicated project team that is ready to serve you.

Sincerely,

Phillip W. Braithwaite
CEO

STATEMENT OF QUALIFICATIONS

FORM "A"
Qualifications Statement

Local Office or office where majority of services and communications will be performed:

1. **Company Name:** Hart InterCivic, Inc.

    Street: 15500 Wells Port Drive

    City: Austin, Texas

    Telephone: 512.252.6400

    Fax: 512.252.6466

    Primary Contact Person: Ken Trethewey

    E-Mail: ktrethewey@hartic.com

2. **Home Office (Parent Firm, if applicable)**

    Company Name: Hart InterCivic, Inc.

    Street: 15500 Wells Port Drive

    City: Austin, Texas

    Telephone: 512.252.6400

    Fax: 512.252.6466

    E-Mail: ktrethewey@hartic.com

    Principal in Charge: Phillip W. Braithwaite, CEO

3. Type of Organization

_____ Individual   _____ Partnership   __X__ Corporation

_____ Joint Venture   _____ Other

If other, please explain: _____

_____

Does the firm qualify as Minority Business Enterprise (MBE)? ____N____
Does the firm qualify as a Woman Business Enterprise (WBE)? ___N___
In what jurisdictions is the firm certified as such? _____

When was the firm established? Founded in 1912. Incorporated in Texas on
                        Day / Month / Year   June 13, 1986.

4. Principals and Officers

List all principals and officers of the company below by full name and title. Attach separate sheet if necessary.

Gregg Burt, Chairman
Phillip W. Braithwaite, CEO
John Thornborrow, CFO
Derek A. Hutson, President

5. Professional Liability Insurance

Does your company presently carry any business insurance that for which the Board can be named as an additional insured or which is otherwise available to support claims of liability or non-performance by your company? ____Y____

If yes, indicate limits: General Liability - $1,000,000 per occurence;

Umbrella Liability - $15,000,000

If no, would you carry such insurance if awarded a contract for performance of services for the Board? _____

6. If this work is being proposed as a joint venture, please indicate the work and estimated percentage of the total project to be performed by each firm. Specify which firms are MBE/WBE participants.

Not applicable

XK

7. Experience

List below the five (5) most relevant or similar projects or contracts that are ongoing or completed within the last five (5) years. Include professional fee amount or contract payment terms.

	Project Type & Location	Types of Services	Owner / Agency	Professional Fee/ Contract Payments
1.	State of Oklahoma	Voting System	BOE	$16 million - ongoing
2.	Orange County, CA	Voting System	Voter Registrar	$20 million - ongoing
3.	State of Hawaii	Voting System	BOE	$18 million - ongoing
4.	Harris County, TX	Voting System	County Clerk	$42 million - ongoing
5.	Hamilton County, OH	Voting System	County Clerk	$10 million - ongoing

Voting System Services includes equipment and Professional Services (training, onsite support and other services. Payments include approximate revenue to date.

8. Attach any additional information that may be useful in evaluating your firm.

Signed By:

Title: CEO

Company Name: Hart InterCivic, Inc.

Address: 15500 Wells Port Drive, Austin, Texas 78728

Telephone: 512.252.6400

E-Mail: ktrethewey@hartic.com

Date: October 11, 2013

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FORM "B"

Statement of Interest

(may not exceed one page or 300 words)

State the reasons why you are interested in obtaining an Agreement with the Board, and why you believe your firm would be a creative, helpful, and successful partner with the Board.

For years, Hart has partnered with several Indiana counties and welcomes the opportunity to provide Marion County with an easy transition to a new voting system. We have listened to Indiana election officials and recognize the need for a partner that understands and has the experience and a solid understanding of large scale change management. Our goal is to provide the best technology, service and overall project management while supporting the County's performance goals and expectations.

Hart is a creative provider of election technology in fifteen states, each with disparate rules, needs and systems. Hart is the partner of choice to two of the largest U.S. counties, other counties that often require customizations, and for the State of Hawaii, with its unique election model. In 2011, Hart was selected to provide the custom-designed voting system for the State of Oklahoma. We are proud of the creativity we have exhibited in meeting the needs of a wide array of jurisdictions.

Hart is a supportive partner. Our Relationships Matter Representatives provide a single point of contact, ensuring that a customer's needs are always met. Our Engineering Services assist customers with custom projects and integrations. Hart offers regular free webinars on a variety of topics, and frequently provides topical Knowledge Bulletins. Hart can also be relied upon in tough circumstances. When Harris County (Houston) lost all of their equipment in a warehouse fire, Hart personnel were on site within a few hours, helping to develop a recovery plan, and ultimately helping them bring off a flawless election five weeks later.

Successful elections are the heart of our business. Hart's reputation for successful project delivery, customer satisfaction and integrity has been built through quality service for over 100 years. Serving over 590 jurisdictions nationwide, Hart is proud of the success of our customers.

FORM "C"

Statement of Preliminary Proposals Regarding Conceptual Approach

Assess the Boards' Objectives as provided in Section 3 of the REI and provide brief statements regarding your conceptual approach for utilizing your products and services to accomplish each of the stated goals and descriptive items listed under each goal, including whether or not you are available to perform activities to support those goals, and any pricing and cost information and/or conceptual models you want the Board to consider as an initial matter.

Hart's proposed solution for Marion County includes hardware, software, and services based on the unique characteristics and technical design of the Hart Voting System.

To assist in the County's understanding of the Hart Voting System, we provide the following introduction to its components and how each is used:

- **eSlate®.** The Hart Voting System's DRE voting device that allows voters to view, vote, and record electronic ballots. The lower portion of the eSlate includes a set of distinctly shaped control buttons and the SELECT Wheel™. These features enable the voter to review the ballot and cast votes independently, securely, and accurately.

- **Disabled Access Unit™ (DAU).** An additional module that modifies an eSlate to include an audio ballot reader and input jacks for adaptive devices, thereby providing alternative access features for voters with disabilities or literacy challenges. Sets of two jelly switches are available optionally from Hart, if requested by the County.

- **Judge's Booth Controller™ (JBC).** The polling place control console that manages as many as 12 eSlate voting units. Using election data on a PC memory card called a Mobile Ballot Box, the JBC delivers to the individual eSlate units the information necessary to display electronic ballots. The JBC also prints random four-digit Access Codes to regulate voters' ability to view and vote the eSlate ballots.

- **eScan™.** The in-precinct, digital ballot-imaging component of the Hart Voting System. After marking a paper ballot, the voter feeds it directly into the eScan at the polling place. The ballot image is stored as a Cast Vote Record on a Mobile Ballot Box memory card that can be retrieved and tabulated by the Tally application.

- **Mobile Ballot Box™ (MBB).** The flash memory card (PC card) that carries the election database and formatted ballots to the Judge's Booth Controller and eScan. MBBs also store Cast Vote Records (CVRs) and audit information.

- **eSlate voting booth.** The specially designed voting booth that assures private, comfortable, independent voting and secure storage and handling for eSlate units. The booth's hard case serves both as a polling place voting station and a collapsible storage unit for eSlate voting units.

- **eSlate voting booth caddy.** The secure, easily transportable holder for eSlate voting booths that contain eSlate voting units inside. Sets of four caddy wheels are available optionally from Hart, if requested by the County. A set

of four caddy wheels for each caddy is included in the pricing for this proposal.

- **Ballot Origination Software System™ (BOSS).** The Hart Voting System software application that enables users to build election databases and to create electronic and paper ballot styles based on jurisdiction- and election-specific information. After ballot generation, BOSS electronically writes the election data file (including all ballot styles) to the Mobile Ballot Box memory cards, which are then transported to various polling places throughout the jurisdiction and used with Ballot Now to print paper ballots for absentee/by-mail and in-person voting.

- **Ballot Now™.** The Hart Voting System software application that allows election officials to print, scan, and resolve absentee/by-mail or in-person ballots on standard-sized paper that requires no preformatting. Ballot Now provides for on-demand, in-house printing, and it digitally images voted ballots. If allowed by local election code, ballots with questionable voter marks can be resolved through an innovative on-screen resolution process. When all ballots have been scanned and resolved, Ballot Now also captures Cast Vote Records. A Mobile Ballot Box memory card is used to transfer data between BOSS and Ballot Now.

- **Tally™.** The Hart Voting System software application that tabulates and reports Cast Vote Records contained within voted Mobile Ballot Boxes containing CVRs from the JBCs and eScans and/or Ballot Now digitally imaged paper ballots. Once the CVRs have been read and tabulated, Tally can produce a variety of official reports and data exports in several formats, including PDF and HTML.

- **System for Election Records and Verification of Operations™ (SERVO).** The Hart Voting System election records archiving and asset management system software application that maintains ongoing equipment history and provides for secure backup of election data.

- **eSlate Cryptographic Module (eCM).** A physical, universal serial bus security device. This electronic device is required for access to secure functions in the BOSS, Ballot Now, Tally, and SERVO applications.

The Hart Voting System is a multi-faceted voting system supported by project management, training, service, and support. Along with extensive technical expertise, Hart has a clear understanding of the election process and the needs of election officials.

A. Secure

Hart is dedicated, as part of its commitment to election integrity and customer satisfaction, to the security of the information used in the product development process and to the security of the Hart Voting System, in which our customers and their voters place their trust.

Internally, the objective of information security is to prevent unauthorized access to and use of Hart information while allowing employees to fulfill their job responsibilities with as little hindrance as possible. Hart management implements information security to ensure contractual requirements are met, employees are trained in information security, and risks to information security are understood and minimized.

Designed for Security
Several key principles are at the foundation of the Hart Voting System's design:

- **Multiple Layers of Defense.** Security features should be established in a manner that requires an attacker to overcome multiple obstacles to reach a target. The Hart Voting System includes several key process areas where this is the case, for example, as the system's mulitiple original storage of cast vote records.
- **Segmentation.** The Hart Voting System was intentionally designed with multiple, individual components that are allowed to communicate with each other only when a need to do so arises. The approach provides distributed processing of data, with each component verifying and authenticating the output of the previous component. The distributed architecture establishes multiple, independent data paths through the system that are cross-verified throughout the election process.
- **Standalone Security.** Each component of the Hart Voting System is secure on its own, and not dependent on any other component for its security. Additionally, each component maintains its own audit logs, recording each transaction that occurs and noting errors or anomalies.
- **Encryption.** Hart has implemented cryptography in all functions of Hart's election software and election data exchange points. This additional and robust layer of 128-bit encryption provides a high level of data security throughout the election process.

Over the past several years, news reports have expressed concern about the use of smart cards to activate voting devices, and the possibility that a programmer could generate "homebrew" or counterfeit cards that would permit them to cast multiple votes. The Hart Voting System does not use smart cards or any programmable devices. Instead, the eSlate uses a four-digit Access Code printed on paper as the activation technique. The voter does not insert anything into the eSlate, eliminating a key point of attack, complexity, and malfunction. Additionally, the Access Code is linked to the correct ballot style through a random, real-time process, reducing or eliminating the possibility that someone could decipher the relationship of Access Codes to ballot styles and thereby generate counterfeit Access Codes.

Reports have also emphasized the importance of redundant storage, so votes are not lost or corrupted without the ability to recover a complete and accurate vote record from an alternate storage location. This validates another of the Hart Voting System's earliest design decisions, the creation of a "triplicate original" for each Cast Vote Record (CVR), and the storage of each CVR in independent, physically separate locations: in the eSlate unit, in the JBC, and on the MBB. The eScan also stores multiple CVRs: in the eScan unit and on the MBB. After scanning the unaltered original ballot is secured in the eScan ballot box. Each option selected by the voter is recorded as selected under the rules set up for that ballot (e.g., "vote for one"). The integrity of the voting data is preserved and is not corruptible, as it is stored in flash memory and is not susceptible to electromagnetic corruption or corruption through electrical surges or other discharges.

These multiple originals provide separate, independent audit trails as a security measure. Furthermore, throughout the voting process, the Hart Voting System continually validates that the data in all three originals is the same, confirming the integrity of each CVR.

Security Enhancements
Hart's commitment to setting the standard for security in the electronic voting industry is evidenced by Hart's proactive move to have a comprehensive risk assessment performed on the entire Hart Voting System by an independent, third-party firm specializing in this area.

In 2003, Hart engaged Symantec Consulting Services, the global leader in information security, to perform a review of the eSlate unit and provide recommendations on how Hart can further enhance the security features of the Hart Voting System. Hart has incorporated the findings from this review into the latest versions of software, firmware, and hardware releases. Following is a list of enhancements that were made to the Hart Voting System based on the assessment conducted by Symantec:

- eCM Manager – instituted new product features to create signing key and write to physical eSlate Cryptographic Module (eCM) device
- Passwords – changed from four characters to six characters and added password protection for additional functions
- User permissions – provided more clearly defined levels

Election Management System Security Features
Tally, the Hart Voting System tabulation application, operates in a closed, Windows 7 network configuration to provide a secure physical and logical environment. Data input into this closed tabulation system is only through reading the MBBs. Output data from the closed tabulation system is only through printed reports, exported files, and databases written to floppy disks or CD-ROMs.

The operating system executes on platforms that have been configured to restrict users from accessing the functions of the operating system and log users' actions. The operating system environment has three layers. Only users at the Election Administration layer can install hardware devices and control the logging of users' actions on the system. For all other users, actions are logged showing the action performed and the time/date of the action. Only the Global Administrator has the ability to turn off or edit this user access level.

The Election Administration layer allows the operator to have reasonably full use of the PC, but restricts the user from installing hardware; accessing, editing, or controlling the logging; and removing or altering certain important Windows 7 files and Hart program executables.
Only the Election Administrator may create new Restricted Users. The Restricted User layer allows no operating system access at all. The Restricted User may only operate the specified Hart Voting System application through the application interface at installation. Restricted Users may not view the file structure or access any operating system programs.

Further security measures include restricting network access at the BIOS level, and removing the "A" or floppy drive and "D" or CD drive from the boot chain. This measure removes the threat of attempting to connect the PC to a network, and the threat of anyone booting the computer to a

floppy and thereby having access to the operating system. BIOS settings are secured with Administrator-level passwords.

Hart's eSlate Cryptographic Module (eCM) security device is required for access to secure functions in the BOSS, Ballot Now, Rally, Tally, and SERVO applications. In a given election, the signing key on the eCM device is used by the BOSS application to accept the ballot formats for the election, and a matching signing key must also be present in the eCM device(s) used in the Ballot Now, Tally, and SERVO applications. For a given election, several eCM devices should be created in order to have a separate eCM device available for use with each computer running an Hart Voting System software application.

Polling Place Security Features
Before equipment is deployed to the polling locations, each eScan and JBC is pre-configured with an electronic signing "key." This key prevents the use of any Mobile Ballot Box (MBB) containing election data not generated with the same signing key.

At the polling place, the eScan's and JBC's MBB compartment may be sealed with either a locking device or a security seal. Thus, any attempt to remove the MBB will require action that is easily detected. Booths may also be sealed with a locking device or seal when not in use, whether in storage or at a polling place.

The operating system for voting devices is a true embedded real-time system that is configured specifically for the intended election functions. Only the functions necessary to support the election operations are contained in the operating system, configured when the code is compiled. A real-time system has strict timing requirements such that any anomalous operation causes the system to generate a system error, halt operations, and notify the operator. Any external interference disrupts the timing and causes a system error. No access to the operating system exists; therefore, illegal operations are not possible.

The Hart Voting System has secure mechanisms for ensuring that all ballots cast are authorized by the election judges in that precinct, and that no external, unauthorized, or "rogue" ballots or votes are cast. At the polling place, the MBB compartment in the eScan may be sealed with either a locking device or security seal. Thus, any attempt to remove the MBB will be easily detected. The eScan includes a cover that encases the scanning unit and locks the unit to the top of the ballot box when not in use. If allowed by the jurisdiction, each paper ballot has a unique barcode printed on it, ensuring that only authorized ballots are used in the polling place. Additionally, time-stamped transaction logs record every system action related to the voting process.

eScan units used in elections are not connected to any external network, so there is no opportunity for someone to access the system remotely to alter code.

The eScan can be powered by a standard uninterruptible power supply (UPS), if a requirement exists for continuing ballot processing operations instead of temporarily holding emergency ballots for processing when power is available. The County must supply the UPS.

When the system is in operation, individual booth status lights on the JBC provide a means to monitor the status of each eSlate voting device. They provide an indication if the equipment is not being used properly or if someone is attempting to tamper.

Other indications of improper operation are provided by error messages built into the system software and firmware.

If any question about the status of the voter's electronic ballot arises, such as was the vote cast and counted, precinct officials can use the "Check Code" feature of the JBC to determine the status of the voter's Access Code. This unique feature of the Hart Voting System is a key benefit of the eSlate's polling place management architecture.

The Hart Voting System permits diagnostic testing of all the major subcomponents within each unit. All major subsystems and assemblies (BOSS, Ballot Now, Tally, eSlate units, DAU modules, JBCs, and eScans) include automatic diagnostic testing. These tests include error checking of function output, input validation, and real-time error checking. The system is protected by cyclic data integrity checks that ensure only authorized systems are communicating on the network, and that the data being communicated originated from a source that has complete integrity with the election database generated by BOSS. Additional manual functional tests are available for each subsystem, including testing of the input switches and buttons on the DAU-equipped eSlates.

The polling place equipment firmware is a single load module. A cyclic redundancy check (CRC) is calculated and saved when the software is built/certified. The polling place equipment employs a background diagnostic test that continuously calculates a CRC of the firmware load and verifies it against the CRC of the certified version stored on the MBB. Failure to properly calculate the CRC of the firmware results in a system failure, and operation is halted.

On the eSlate, the Ballot Summary is displayed after the voter votes in the last contest on the last page of the ballot, or if the voter presses the NEXT button after viewing the last page of the ballot. The Ballot Summary confirms each selection the voter has made, clearly showing the voter how the vote will be recorded. The content on the Ballot Summary is derived from the voter's CVR stored in temporary memory (RAM). After the voter verifies all selections and presses the CAST BALLOT button, the eSlate acknowledges the cast vote. This process moves the CVR into permanent memory (flash) and includes the calculation of the CVR cyclic redundancy check. The write process to permanent memory is verified before releasing the CVR from temporary memory.

Each CVR includes a CRC of the three operation systems. This prevents any anomalous read/write operations by invoking a system failure should one occur. This process ensures that the voter's vote is correctly recorded.

The distributed processing approach allows each component to verify and authenticate the output of the previous component. The distributed architecture establishes multiple, independent data paths through the system that are cross-verified throughout the election process.

Additionally, the use of proprietary firmware, database structures, and communication protocols provide security against tampering with any Hart Voting System component. The associated system fault warnings provide detection of such attempts.

Finally, because all actions taken on any Hart Voting System component, including voting hardware or ballot preparation and tabulation software, are audited, a record of intrusion activity will be included in the audit data.

Physical Security
Physical security is a key part of an overall security program both internally and externally. Hart emphasizes physical security for internal company processes and the Hart Voting System.

Hart Corporate Security
Internally, Hart has implemented thorough security measures to ensure the integrity of the Hart Voting System source code. For example, the server upon which source code rests has:

- A firewall to protect it from intrusion and virus files
- Microsoft security templates enabled, including complex passwords changed every 42 days, etc.
- Real-time antivirus scanning of all incoming files
- Real-time updating of virus definition files, which is then pushed to all computers on the network
- Daily full backup to prevent loss of any data

Hart also has instituted physical security measures for facilities management. Critical or sensitive business information processing facilities are housed in secure areas, protected by a defined security perimeter with appropriate security barriers and entry controls. They are physically protected from unauthorized access, damage, and interference. Access to all facilities is through card access. Confidential or proprietary information is locked in secure storage areas.

Hart Voting System Security
Hart recommends operating the Hart Voting System according to existing security procedures. All Hart elections warehouse facilities in the County should be locked with security and monitoring abilities. The PCs running election management applications should be kept in an access-controlled room, with the ability to lock the room when the system is not in use. Additionally, application PCs will not to be connected to any network, thus eliminating the opportunity for an external hacker to gain unauthorized entry.

At the polling place, the eScan's and JBC's MBB compartment may be sealed with either a locking devices or security seals. Thus, any attempt to remove an MBB will require action that is easily detected. Booths may also be sealed with a locking device or seal when not in use, whether in storage or at a polling place.

The eScan ballot box contains double-wall construction to make it durable. Both the ballot box door and removable cover may be locked to make the unit secure from tampering in the polling place and while in storage.

B. State certified
Version 6.2.1 is the most recent version of the Hart Voting System and is the system proposed for Marion County. It was federally certified by NASED and certified by the State of Indiana Secretary of State Election Division. The NASED number for Hart Voting System version 6.2.1 is N-1-04-22-22-006 (2002).

C. Cost effective
The Hart Voting System provides the County with the highest value and best solution in the industry. Total cost of ownership is minimized with the Hart solution in two ways: first, through very competitive pricing and second, through the low operational and maintenance costs as the County becomes more self-sustaining over time. By design, Hart customers become self-sufficient faster than those purchasing other systems – it is simply our philosophy. Our superior training and enablement, supply chain efficiencies and minimal failure rates mean customers have little-to-no dependency on Hart for consistently conducting successful elections.

D. Accurate
The Hart Voting System meets the requirement to permit voters to cast ballots quickly and easily without any loss of accuracy. Our all digital system affords greater accuracy and quicker voter response than optical scan and touch screen systems.

Digital Scanner: The eScan, our in precinct scanner, complies with the requirements of the Help America Vote Act of 2002 (HAVA) and is federally certified in the United States. In compliance with the 2002 Voting Systems Standards, Volume 3, Section 3.2.1, the maximum error rate allowable is one error in 500,000 ballot positions, with a minimum correct of 499,999 ballot positions. This maximum/minimum error rate equates to an accuracy rate greater than or equal to 99.9998% accuracy rate (499,999/500,000). As evidenced by the Hart Voting System's federal certification, the eScan exceeds the 99.995% accuracy rate.

With the eScan, once the ballot is placed in the scanner, it is quickly drawn across the scanner and accurately analyzed. After the eScan scans the ballot, the voter interface screen displays a message notifying the voter whether the cast ballot has been accepted or has issues that require attention (such as undervotes, overvotes, blank ballot, unidentified form, duplicate serial number, etc.).

DRE: The eSlate's distinctive SELECT Wheel provides a level of accuracy and flexibility that competitive systems cannot match. Unlike touch screens, our "tough screen" eSlate voting unit has clearly defined target zones, maximum accessibility for voters with special needs, maximum flexibility in ballot design, and no illumination issues. In addition, the eSlate does not need to be recalibrated and screen clarity does not reduce over time due to surface abrasion.

With the eSlate's SELECT Wheel and control buttons, the County's voters do not need to worry about hitting a small target area or pressing the screen with sufficient force (as touch screen

systems require) to record their vote accurately. Instead, a simple turn of the wheel and a touch of the ENTER button precisely registers each choice.

Unlike other systems, the Hart Voting System does not require ballot headers to be preprinted for specific precincts or ballot styles. Our paper ballots also do not require special pre-formatted "ovals" or other target marks which may or may not conform to a particular ballot's requirements. Paper ballots include a barcode that identifies the precinct or ballot style. This eliminates the need to sort ballots before scanning, which eases the workload for the elections staff and speeds ballot processing. Barcodes also provide security against duplicate scanning and fraudulent ballots.

E. Accessible (HAVA Compliant)
The Hart Voting System complies with the requirements of the Help America Vote Act of 2002 (HAVA).

While all electronic voting systems afford some level of access for voters with disabilities, the eSlate voting unit has been uniquely engineered for maximum independence and accessibility. The addition of a Disabled Access Unit (DAU) module expands the eSlate's interface to accommodate voters with a wide range of disabilities.

An eSlate outfitted with a DAU module is virtually indistinguishable from a standard eSlate unit. The original functionality of the standard eSlate device is retained when a unit is upgraded with the DAU module, thereby allowing the unit to be used in either role (and thus enhancing polling place efficiency). The DAU-equipped eSlate provides the same SELECT Wheel navigation interface as the standard eSlate, supplemented by audio headphones and/or auxiliary input devices.

The eSlate's DAU module accommodates voters with even the most severe disabilities. All disability features can be used interchangeably with the eSlate's standard interface, allowing the voter to overcome whatever challenges one might face in casting a vote privately and independently.

In addition to the electronic ballot, the DAU module includes a PC card reader to read an audio version of the ballot. The module has an audio output jack to receive standard stereo headphones, an external speaker, or a neckloop so that voters with visual impairments, blindness, hearing impairments, or literacy challenges may listen to a human voice that provides recorded operating instructions and ballot content information. Recordings can also be provided in languages other than English, as required by a local jurisdiction.

The DAU module includes a second accessory jack for adaptive devices that provide alternatives to the SELECT Wheel. Voters with severe mobility impairments may use large control buttons and breath-controlled devices to make their selections and cast a ballot.

The eSlate's SELECT Wheel has received acclaim from persons with disabilities, including the American Foundation for the Blind. Voters with visual impairments like the tactile nature of the interface, including the perceptible click each time the SELECT Wheel moves the highlight bar

to another choice. They have also stated their preference for the eSlate's linear ballot and the fact that the audio and visual ballots can be used simultaneously. Voters with mobility impairments prefer the SELECT Wheel to other controls, because it is accessible to voters with all but the most severe impairments. Voters with severe mobility impairment (e.g., paralysis) can vote on the eSlate unit using assistive devices such as jelly switches (available optionally from Hart) or "sip-and-puff" devices (supplied by the voter).

F. Adaptable
Hart offers a fully integrated, digital voting system that blends accessible direct recording electronic units for Election Day and Early Voting, precinct-based paper ballot scanning for Election Day and Early Voting, and central count paper ballot scanning for tabulating absentee/by-mail ballots.

The Hart Voting System provides the County with the most flexible solution in today's market. For example:
- because all election information for the jurisdiction is stored on every MBB, any MBB can serve any precinct or polling place, or be used with Ballot Now to provide absentee/by-mail voting. This reduces the amount of time and labor needed to prepare the election and increases the flexibility of the workflow for the elections office in preparing the system.
- polling place units (eSlates, JBCs, and eScans) do not require programming for each election. The firmware in each component remains the same from election to election.
- resetting the internal memory of the polling place units (eSlate, JBCs and eScans) is accomplished with the same utility program that is used to back up the data from those units after each election. The "button checks" and physical inspections are similar for all units.
- the Hart Voting System requires only two electrical outlets, one for the JBC, and one for the eScan.
- Though the County is not currently in consensus regarding electronic poll books, should the county choose to implement pollbooks at a later date, the Hart Voting System is designed to seamlessly integrate with Hart's ePollBook solution.

G. Paper Trail
The paper ballots used with the eScan provide the paper trail for the precinct based scanning method.

The DAU-equipped eSlate units Cast Vote Records can be printed on 8.5x11-inch paper through the SERVO application as part of the post-election activities.

H. Ease of Use for Voters
The eScan and DAU-equipped eSlate provide on-screen voter instructions, presented in the languages required by the jurisdiction. This voter interface screen displays instructions and messages guiding the voter through the voting process.

The eScan is configurable to reject blank ballots and ballots with overvotes (or even undervotes, though jurisdictions rarely configure them this way). The ballot emerges again from the feed

slot, and the voter is given a clear message explaining the error and how to resolve it. The voter has a choice to spoil that ballot and mark a new one, or cast the ballot as is, so that the contests marked correctly are counted, and the voter need do nothing more. In this case, the eScan draws the ballot in again and drops it into the ballot box.

Each DAU-equipped eSlate comes with one set of headphones which may be used for voters with visual or literacy challenges. The DAU-equipped eSlate also allows voters with hearing impairments to use their own amplification devices through a standard neck loop (assuming that the voter with hearing impairments uses a dual-mode hearing device). Ports are also available for voters with disabilities who use tactile input switches or sip and puff devices.

In compliance with the HAVA requirement for second-chance voting, the eSlate allows the voter to review the ballot before casting the vote. The eSlate does not accept a CAST BALLOT command until the voter has viewed all contests on the ballot, as shown on the Ballot Summary. In other words, it is impossible for a voter to cast the ballot without first having the opportunity to review selections and make changes, if desired. The Ballot Summary (below) is displayed after the voter votes in the last contest on the last page of the ballot, or if the voter presses the NEXT button after viewing the last page of the ballot. The Ballot Summary also appears if the voter presses the CAST BALLOT button from an active ballot page.

I. Ease of Use for Poll Workers
The Hart Voting System has been designed for manageable, uncomplicated use for poll workers and staff. A delivery company, warehouse staff, or poll officials may transport the eScans, eSlate units, DAU modules, JBCs, voting booths, and MBBs to the polling place. Due to the size of the ballot box, the eScan units may be transported by a delivery company or County warehouse staff. For ease of transportation, the eSlates are placed in the specially designed eSlate voting booths, which also serve as compact, sturdy storage and transportation cases. Each JBC is transported in its own carrying case. The eScan ballot box is mounted on casters for easy movement within the polling place. At the determination of local elections administrators, the MBBs may be installed and secured in the JBCs and eScans at the warehouse, or the MBBs may be installed at the polls. In either case, after the MBB is installed, the JBC or eScan is initialized for the appropriate polling place, thereby making available only the correct precincts and/or ballot styles for the polling place.

At the polling place, the JBC is the host for a daisy-chain configuration consisting of one JBC and a series of eSlate units (standard and/or equipped with DAU modules). From one to 12 eSlate voting devices may be connected to the JBC in any combination, with the exact number used based on the size of the polling place and anticipated voter turnout. Because of the system's daisy-chain nature, only one electrical outlet is required to power the JBC and eSlate units. In keeping with Marion County's paper trail requirement, the primary voting method will be the eScan digital ballot scanner, with the DAU eSlate providing HAVA compliance. If in the future, Marion County does decide to move away from paper, more eSlates could be added to the existing JBCs and DAUs to create the described daisy-chains. The eScan requires only one electrical outlet to power the equipment.

The cable plug-ins and their associated receptacles on the polling place equipment are uniquely shaped to ease setup and reduce confusion. The plug ins are shaped so that the cables can be inserted only one way, thereby minimizing poll worker errors.

When the system is in operation, individual booth status lights on the JBC provide a means to monitor the status of each eSlate voting device. They provide an indication if the equipment is not being used properly or if someone is attempting to tamper.

Other indications of improper operation are provided by error messages built into the system software and firmware.

Complete documentation on the use of all software and hardware in the tabulation system, as well as all other components of the Hart Voting System, will be provided to Marion County upon purchase of the System.

User documentation (training manuals, operations manuals) is extensive, and updated regularly to reflect feature and functionality changes as well as continuous improvement objectives. System documentation is written to provide all the information needed to operate each component, and successfully and efficiently conduct elections. As new versions of each component are released, all documentation is updated completely to introduce new functionality.

J. Small "footprint"

The components of the Hart Voting System are lightweight and easy to set up at the polling place. The size and weight of each component are listed below. The eSlate Voting Booth houses the eSlate unit and DAU module and serves as the equipment's storage and transport case. The total weight of this equipment with the booth is 32 pounds. The JBC has its own carrying case. The eScan ballot box, the heaviest piece of equipment at 65 pounds, is mounted on casters for easy transportation.

Component	Length	Width	Height/ Thickness	Weight	Weight with Battery Pack
eSlate	15.75 inches	10.40 inches	2.75 inches	5.2 pounds	7.7 pounds
eSlate equipped with Disabled Access Unit (DAU)	15.75 inches	10.40 inches	2.75 inches	5.5 pounds	8 pounds
Judge's Booth Controller (JBC)	16.00 inches	13.75 inches	5.87 inches	6.9 pounds	11 pounds
eScan	17.0 inches	14.75 inches	4.07 inches	10.5 pounds	N/A
eScan ballot box	23.0 inches	23.0 inches	42.5 inches	65 pounds (with casters and cover)	N/A
Mobile Ballot Box (MBB)	3.37 inches	2.13 inches	0.13 inches	0.95 ounces	N/A
eSlate Voting Booth	25.75 inches (unassembled) 30.5 inches	24.75 inches (unassembled) 29.5 inches	6.5 inches (unassembled) 67 inches	24 pounds (without eSlate or VBO)	32 pounds (with eSlate, and battery pack)

	(assembled)	(assembled)	(assembled)		35.8 pounds (with eSlate, VBO, and battery pack)

Physical Specifications. The highly portable Hart Voting System components are the most lightweight in the industry.

K. Accommodates Absentee/Early Voting
Hart offers a fully integrated, digital voting system that blends accessible direct recording electronic (DRE) units for Election Day and Early Voting; precinct-based paper ballot scanning for Election Day and paper-based scanning for Absentee/Early Voting.

L. System Durability
The Hart Voting System polling place equipment provides a long-life, durable solution.

Mean Time Between Failures
Hart has performed calculations using U.S. Military Standard methods from MIL-HDBK-217 to estimate the mean-time-between-failures (MTBF) for components of the Hart Voting System. Based on Hart's testing, a typical system in a polling place, consisting of four eSlate voting devices and one Judge's Booth Controller (JBC), has a conservatively calculated mean-time-between-failures of 24 years. Hart's has performed MTBF calculations for the eScan consisting of a single unit at each poll site and has determined a mean-time-between-failures of 5,000 hours, which exceeds 24 years with normal election use. The tests recommended a light preventative maintenance be performed every three to five years, which will be covered by Hart.

This testing provides our customers, as well as the many jurisdictions currently evaluating their election system options, assurance that they will receive years of reliable service. Mechanical and electronic components of the Hart Voting System were selected, designed, and constructed for long product life, and we are always seeking ways to further improve the performance and reliability of the Hart Voting System components.

Our voting system's extended life span was achieved as a result of Hart's commitment to continuous improvement in component upgrades and subsequent testing using state-of-the-art test methodologies for validating product reliability and manufacturing processes.

A detailed briefing on Hart's MTBF documentation can be provided to the County upon the execution of a nondisclosure agreement that protects proprietary information.

The Hart Voting System meets the 2002 Voting System Standards for electromagnetic transmissions. Our system provides a means to detect the presence of an intrusive device through internal alert systems.

The Hart Voting System components have been designed and constructed to assure that the maintainability and availability of an eSlate during a regular cycle of preparation and elections use meets the requirements specified in Section 3.4.4 of the Voting System Standards.
The Hart Voting System does not have any identified hazards to personnel and/or equipment occurring during operation, maintenance, storage, transportation, or disposal. It complies with all

the safety requirements of all applicable state and federal occupational safety and health standards.

No Special Storage Requirements

The lack of sensitive internal components eliminates complex storage requirements for environmental controls or power at the central storage facility that Hart selects. Environmental standards for the eSlate, DAU, JBC, and eScan units of the Hart Voting System are shown below. Individual eSlate DRE units are housed in eSlate voting booths.

Components	Specifications	Operating	Storage and Transportation
eSlate	Temperature	40°F to 100°F	-15°F to 150°F
	Humidity	0 to 95% relative humidity, noncondensing	Per MIL-STD-810
	Vibration	Per MIL-STD-810	Per MIL-STD-810
	Drop Height	Per MIL-STD-810	Per MIL-STD-810
	Power Requirement	Supplied by JBC or 12 VDC internal battery backup	N/A
Disabled Access Unit	Temperature	40°F to 100°F	-15°F to 150°F
	Humidity	0 to 95% relative humidity, noncondensing	Per MIL-STD-810
	Vibration	Per MIL-STD-810	Per MIL-STD-810
	Drop Height	Per MIL-STD-810	Per MIL-STD-810
	Power Requirement	Supplied by JBC or 12 VDC internal battery backup	N/A
Judge's Booth Controller	Temperature	40°F to 100°F	-15°F to 150°F
	Humidity	0 to 95% relative humidity, noncondensing	Per MIL-STD-810
	Vibration	Per MIL-STD-810	Per MIL-STD-810
	Drop Height	Per MIL-STD-810	Per MIL-STD-810
	Power Requirement	120 VAC, 60 Hz; Fuse – 250 volts, 2 amps	N/A
eScan	Temperature	10°C to 35°C	-20°C to 60°C
	Humidity	20% to 80% relative humidity, noncondensing	0 to 95% relative humidity, noncondensing
	Power Requirement	24 VDC at 100 watts; External power supplies: 115 VAC, 2 to 3 amps	N/A

Hart Voting System Environmental Standards. The Hart Voting System can operate optimally in all conditions, and can be stored in a warehouse with no special power or environmental accommodations.

The eSlate has been thoroughly tested prior to, during, and after its NASED certification process. Testing is a continuous process, conducted during the design phase at Hart, at independent labs,

and finally at the manufacturing facility. The eSlate hardware meets the stringent testing requirements of MIL-STD (U.S. Military Standard) 810 for environmental ruggedness, including humidity, vibration, and drop height. To ensure reliability, the eSlate has been tested in temperature extremes through hot-cold chamber testing and salt fog testing, and is water resistant. All eSlate units receive functional testing at the factory. Additionally, each manufacturing lot is randomly sampled off the shipping line, unboxed, and run through a mock election.

Hart deploys several techniques of environmental testing procedures on the hardware and software components of the Hart Voting System, including HALT testing, HASS testing, and Salt Fog testing.

Highly Accelerated Life Testing
Hart has performed aggressive tests, subjecting the equipment to environmental conditions that ultimately test the equipment to the point of failure. This type of testing, called Highly Accelerated Life Testing (HALT), is used to verify a rugged design and precipitate conditions that result in latent equipment failures in the field. Environmental test conditions used include extreme temperatures, rapid rates of temperature change, and vibration all occurring simultaneously. If a product incorporates the results of such tests in its design and construction, the result is a greatly reduced occurrence of field failures and a longer product life.

Results from HALT testing show that components of the Hart Voting System are able to operate within a temperature range of -85oF to 158oF and to withstand thermal transition rates of 140oF per minute. Drawing on results of these tests, improvements have been incorporated into the Hart Voting System to increase the reliability and decrease the occurrence of field failure rates.

Highly Accelerated Stress Screening
Hart's agreement with our equipment manufacturers calls for Highly Accelerated Stress Screening (HASS) testing for at least 10 percent of all units; the remainder receive a 24- to 48 hour burn-in at 40°C.

HASS subjects the units to extreme temperature stresses before the unit is released to the customer. These temperature stresses are not enough to destroy the unit as in HALT testing, but stressful enough to expose any intermittent or latent defects. The result of the HASS test establishes a baseline yield that indicates that the manufacturing processes are within tolerance.

Salt Fog Test
A strong validation of the durability of the Hart Voting System while in storage is the Salt Fog test. This stringent test uses a special chamber as specified in ASTM B117-97 Standard Practice for Operating Salt Spray (Fog) Apparatus. Fog generators use a tank of synthetic seawater to produce a mist in the atmosphere of the chamber. The chamber is also maintained at a constant 40°C, or about 100°F. One week in this highly corrosive, aggressive environment equates to about one year of storage in a warehouse without climate controls, located near a marine environment. Hart equipment was tested for 12 weeks, thus emulating 12 years in these storage conditions.

After exposure to the salt fog chamber environment, the units were disassembled and inspected for visually apparent damage and degradation. The Hart test units showed only minor corrosion of external pieces of hardware such as screws and nuts on connector fittings. The corrosion seen did not impact the user's ability to connect the hardware to the system cables. Some oxidation of the copper electromagnetic interference shielding appeared on the DAU console, but this did not affect the shielding's functionality.

More importantly, after reassembly of the test units, each passed a functional test. This functional test took the test units through an election cycle, and tested every button and switch for functionality. The units properly and accurately recorded CVRs and stored these on the MBB, the eSlate, and the JBC paper record.

In summary, this testing was a successful demonstration of the Hart election solution's durability and reliability under damp storage conditions.

SCHEDULE A
Marion County, IN
EQUIPMENT AND PRICING

QUANTITY	UNIT	DESCRIPTION	UNIT PRICE	TOTAL PRICE
Voting Hardware				
340	eScan	Precinct ballot scanner, digital	$5,940.00	$2,019,600.00
340	eSlate, Disabled Access Unit (DAU)	Disabled access voting unit	$3,960.00	$1,346,400.00
340	Judge's Booth Controller (JBC)	Controller for eSlate polling place equipment	$3,300.00	$1,122,000.00
340	eScan ballot box	Ballot box with casters for eScan digital precinct ballot scanner	Included	Included
340	eSlate accessible voting booth	Wheelchair-accessible voting booth for the DAU-equipped eSlate voting unit	Included	Included
1020	Mobile Ballot Box (MBB) / audio card	Flash memory card or audio cards included with Hart Voting equipment	Included	Included
102	Additional Mobile Ballot Box (MBB) / audio card	Spare flash memory card or audio card for use with Hart Voting equipment	$66.00	$6732.00
43	Storage caddy	Additional storage unit for 8 voting booths	$605.00	$26,015.00
43	Caddy wheels	Set of 4 wheels for storage caddy	$110.00	$4730.00
340	Tactile Input switches	Low-impact input switches for DAU module	$183.70	$62,458.00
Total Hart Voting Hardware				**$4,587,935.00**
Voting Software				
1	HVS Election Management Software package	BOSS, Ballot Now, Tally & Servo software package	$125,000.00	$125,000.00
Total Hart Voting Software				**$125,000.00**
Total Hart Hardware and Software				**$4,712,691.00**
Other Hardware				
4	PC workstation	PCs for BOSS, Ballot Now, BNIP and Tally	$3000.00	$12,000.00
1	PC, laptop, refurbished	PC for SERVO	$2500.00	$2500.00
4	Card reader	Read/write drive for MBBs	included	included
4	MBB	Portable medium for election data	included	included
4	eCM token	eSlate Cryptographic Module	included	included
1	Quatech card and cable assembly	Data cable for SERVO and JBCs, eSlates	included	included
1	Cable, crossover	Data cable for SERVO and eScans	included	included
1	Scanner, mid-volume	Ballot scanner for Ballot Now	$18,900.00	$18,900.00
Total Other Hardware				**$33,400.00**
Professional Services				
1	Professional Services [a]	Project management and/or training	$80,000.00	$80,000.00
Total Professional Services				**$80,000.00**
Software License and Support				
First year	First year license and support	License and support fee for the first year – eScans, DAUs, JBCs	$105,600.00	$105,400.00
First year	First year license and support	License and support fee for the first year -- Tally/SERVO package	$25,000.00	$25,000.00
Total Software License and Support				**$130,400.00**

Total Acquisition Cost		
Total Price for Hart Voting System Hardware	$	4,587,935.00
Total Price for Hart Voting System Software	$	125,000.00
Total Price for Other Hardware	$	33,400.00
Total Price for Services	$	80,000.00
Initial Annual Fee	$	130,400.00
Shipping & Handling	$	-
Total System Price		$ 4,956,735.00
Less Special County Discount [b]	$	()
State and Local Taxes [c]	$	-
Purchase Price	$	4,956,735.00

[a] Professional Services includes up to 40 days of on-site training & project management. Additional days must be purchased separately.

[b] No discount has been applied on this planning document, though a discount will be offered in a response to an RFP.

[c] Taxes will be calculated in conjunction with the Client based on the final approved Schedule A price list.

REQUEST FOR EXPRESSION OF INTEREST

MARION COUNTY ELECTION BOARD
ELECTION SYSTEMS AND SERVICES

SEPTEMBER 18, 2013

1.   INTRODUCTION

The Marion County Election Board ("Board") seeks information relating to the potential to enter into a contractual arrangement with one or more qualified providers for new election machines, equipment, systems and services for Marion County, Indiana. The Board has determined that the such contracts ("Agreement" or "Agreements") with one or more election system and service vendors ("Respondents", herein) may be desirable, and the Board desires to solicit submissions in response to this Request for Expression of Interest (REI) from firms interested in providing those products and services. This REI contains questions regarding relevant qualifications, experience and interest and instructions on response and submittal. <u>Submissions in response to this REI shall be submitted on or before 4:00 p.m. October 11, 2013 in accordance with the instructions provided in Section 6 of this REI.</u>

2.   BACKGROUND

The bi-partisan Board is one of the governmental bodies charged with administering elections in Marion County (Indianapolis), Indiana, and is the body responsible for preparing the various systems that permit votes to be cast, tabulated, reported and certified in county elections.

Through the November 2000 presidential election, Marion County – like many jurisdictions – used lever machines at its precincts to tally results of each race. Lever machine technology dates back to the late 19th century and was widely used until the 1960s when punch-card technology was favored due to lower cost. The 2000 presidential election raised concerns about the effectiveness of punch card voting systems and low-tech lever machines. Congress responded to those concerns and passed the Help America Vote Act (HAVA) in 2002. This legislation pushed for the use of better technology to tabulate and store ballots cast each election.

Part of HAVA included financial support to the states to purchase new voting systems. Marion County used federal HAVA funds to purchase the Election Systems and Software, Inc. ("ES&S") M100 optical scan machine, which uses paper ballot cards completed by the voter and read by the machine to tally results. At that time, it also entered into agreements with ES&S to provide licenses for election systems software, as well as software maintenance, hardware maintenance and other election support and training services. The M100 was first used in the 2003 primary election.

In 2006, HAVA was revised to require jurisdictions to provide a confidential voting experience for all voters, especially those with a disability. Because the M100 only offered paper ballot cards that are difficult for some voters with disabilities to use, the county purchased additional ES&S iVotronic touch screen machines. This type of direct recording electronic (DRE) machine allows a voter to touch the screen or use navigational buttons to mark a virtual ballot. Another feature is the audio-ballot, where a voter with a visual disability can 'listen' to their ballot and make their selections using Braille-enabled buttons.

The decision was made to place one M100 at every precinct and at least one iVotronic at every polling location to comply with HAVA requirements.[1] A system was devised to 'marry' the iVotronic to the M100 through a PEB reader. The reader is a small piece of equipment where the PEB is inserted into the base and then the device is connected to the M100 scanner via a serial cable. This connection transmits the information from the PEB to the scanner to collate results. Marion County, Indiana is the only jurisdiction in the United States to use the PEB reader in this manner. The iVotronic and M100 pairing was first used in the 2006 general election.

In December 2007, Marion County consolidated precincts from 917 to 590, resulting in fewer poll workers, more efficient use of voting systems, and streamlined operations. Today, Marion County has 600 precincts and continues to have precinct-based voting where most voters go to their home precinct on Election Day to cast their ballot. On Election Day, voters travel to one of approximately 300 polling locations to cast their ballots at their particular precinct. Obviously, many polling locations accommodate more than one precinct – sometimes as many as four precincts. Other voters use early voting options, including voting by mail, in-person in the Clerk's Office and by a bi-partisan traveling board. Marion County opened additional early voting locations, called satellite sites, in the 2008 and the 2009 elections. Subsequently, satellite sites have not been opened because the Election Board has lacked the statutorily-required unanimous agreement among its members to implement a satellite voting plan. Historically, the Election Board has provided for delivering and counting absentee ballots at each of 600 precincts during Election Day. In 2013, state law changed to require the Election Board to count absentee ballots at a central location, as opposed to delivering absentee ballots to each precinct and counting absentee ballots at the precinct.

In 2009, Marion County entered into an agreement with RBM, Inc. to provide some of the election support and training services. The software licensing and maintenance agreements with ES&S and the election services agreement with RBM are set to expire before the end of the year in 2014.

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[1] *Like most jurisdictions, every Hoosier voter lives in a precinct, the smallest geographical unit that comprises all legislative districts. In Indiana, polling locations are where voters vote on Election Day, and multiple precincts can be co-located in one polling location. In the 2012 presidential election, Marion County had 600 precincts but only 305 polling locations.*

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Marion County currently owns approximately 737 optical scan voting machines and 613 DRE voting machines, and makes both machines available for voting at polling places.

Marion County's fleet of aging voting equipment is nearing the end of its useful life. Though the current system continues to be maintained and serviced and remains in working order, replacement parts are becoming increasingly difficult to secure as the older technology is retired. Additionally, current software and service contracts expire on December 31, 2014, and it is unclear whether current systems will continue to be supported by the vendor or remain certified by the State of Indiana.

More than ten years after HAVA was passed, and new voting systems adopted, Marion County finds itself in a position to consider how to potentially better and, perhaps, more cost effectively meet the future needs of voters by exploring the possibility of purchasing a new voting system. To help inform the process, the bi-partisan Election Board launched the Voter Experience Project in February 2013. The first phase of the project brought together constituent groups and political representatives to consider many facets of local election administration and provide their input to improve the process. The comprehensive report of the Voter Experience Project Study Group (accepted by the Election Board on August 14, 2013) (the "VEP Report") can be viewed in its entirety at www.indy.gov/VEP. Interested vendors are encouraged to fully review and analyze the VEP Report to understand the Election Board's needs before responding to this REI.

The second phase will be a series of public meetings to share the study group's input and solicit input from all Marion County residents. The community input phase will run concurrent with this REI process.

3. OBJECTIVES

The Election Board is interested in exploring the possibility of entering into one or more agreements with vendors to provide election systems, machines, and services in a manner that improves the voting experience for Marion County voters and election administration by the Board. Such an agreement would result in a new voting system for Marion County that would attempt to achieve the following objectives (not listed in any order of preference or importance):

A.   Secure. The current system meets or exceeds state security standards. Security breaches with the county's closed system and rudimentary technology are difficult and, by experience, nonexistent. The technology and administrative procedures provide for ample checks and balances and exhaustive accuracy testing and auditing. As such, equipment tampering, equipment malfunctions, and operator error are easy to detect and isolate. Since votes are recorded on paper and electronically, vote totals are easy to verify and inconsistencies can be corrected on Election Day or during a recount or contest. If possible, future voting systems and methods should improve upon the security of the current system. But at very least, a new system should ensure that current level of security is maintained.

B.   State certified. Any new voting system, and all necessary elements thereof, must be certified by the State of Indiana through the Indiana Election Commission (IEC) by the time the new system is purchased by the County. Respondents to this REI should only propose systems to the County that are IEC certified or at very least reasonably certain to be certified by the IEC before an ultimate purchase is made. The Board does not wish to waste time evaluating products that are not and will not ultimately be certified by the IEC.

C.   Cost effective. Whether to purchase new equipment in 2014 depends, in part, on the ability of the county to fund the purchase. The Board is interested in per unit costs for voting machines and cost estimates for other related hardware, software licenses, services, and other necessary materials and equipment for a new system. The Board welcomes ideas from vendors as to innovative and cost-effective ways to fund the purchase, implementation, and use of a new voting system.

D.   Accurate. The current system produces accurate results. There have been no reported or experienced instances of the county's current machines having mis-tabulated properly marked ballots without there being some form of operator error or easily detectable and alerted equipment malfunction. The current system also has adequate safeguards to alert voters and election officials of operator errors and system malfunctions and to prevent such anomalies from affecting other properly recorded ballots and votes. A potential new system should maintain current accuracy levels.

E.   Accessible (HAVA Compliant). All voting systems approved for use in Indiana are HAVA compliant and provide at least a minimum standard of accessible, confidential, and independent voting for voters with disabilities. A potential new voting system should improve accessibility for voters with disabilities. Under HAVA, a new system must include at least one direct recording electronic voting system or other voting system equipped for individuals with disabilities that permits all voters (including voters with visual impairments) equal access, privacy, and independence when voting.. (See 42 U.S.C. § 15481 (a)(3)). The inclusion of the DRE components/capabilities in a new voting system should be integrated seamlessly with the system as a whole, as opposed to combining two separate systems as is the current case. The speed and intuitiveness of the audio ballot capability for nonvisual voters in a potential new system should be improved over the current system. For many voters with disabilities, traveling to a polling location to vote is an activity outside their normal routine that requires, planning, preparations, and perhaps some level of anxiety. To the extent technology can be used to ensure ample and consistent time, space, and flexibility in a supportive manner, it should. Generally speaking, the greater the level of respect, ease and comfort provided to voters with disabilities, the less likely voters will experience a voting hardship.

F.   Adaptable. The county's current voting system has limited flexibility to accommodate potential changes to election law and voting methods. Elections are often different and may require different capabilities from one to the next. Election laws and mandated voting methods are also ever-evolving. A potential new voting system should be adaptable to accommodate the current precinct-based voting methods, as well as

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central absentee counting and other potential new voting methods before and on Election Day. The capability of a single machine to tabulate every ballot style for the county's current 600 precincts is particularly important in this regard.

G.   "Paper Trail". At this point in time, a new voting system must provide some form of verifiable and reviewable paper record of votes cast. The current system provides a verifiable paper record and maintains ballot secrecy. There is general recognition that eventually eliminating paper due to its functional redundancy, inflexibility, inefficiencies, and ongoing costs could reduce costs and increase efficiency in the future. However, voters have less comfort and faith in such electronic-only, paperless systems. Over time, voters' comfort level with using electronic-only, paperless systems could rise. Flexibility to switch from a "paper-trail" system to a "paper-less" system would be desirable.

H.   Ease of Use for Voters. The ease and quickness for most voters in the current system should be maintained or improved upon in a potential new system. The current DRE touchscreen voting apparatus, the HAVA compliant system for voters with disabilities, is not as fast or intuitive as optical scan ballot card voting. The audio ballot capabilities of the current system are legally compliant, but exceedingly slow and cumbersome to operate by voters and poll workers. This should be improved in a potential new system. To the extent DRE touchscreen and audio ballot voting play a larger role in future voting, an optimal number of additional voting machines (i.e. more than one per precinct/location) should be procured and used in each location to lessen the effects of the slower rate of vote casting.

I.   Ease of Use for Poll Workers. The current system is difficult for poll workers to assemble, initiate, shut down, and disassemble. A new system should attempt to drastically simplify and improve voting machine initiation and shut down operations. By contrast, (once initiated) it is easy and quick for many voters to vote using the current optical scan ballot card voting methods and technology. The ease and quickness of voting and casting a ballot is essential to maximizing the voting capacity of every voting location and mitigating the risk of long lines that dissuade or effectively prevent voters from voting on Election Day.

J.   Small "footprint" for small voting spaces. In recent years, many polling locations lack sufficient space for voting to occur on Election Day in Marion County. Care must be given to ensure plentiful space to navigate around poll worker tables, voting machines and/or booths. A new voting system should have as small a "footprint" within a polling place as possible to maximize accessibility, as well as maximize the number of votes that can be quickly marked and tabulated (by one machine or numerous machines) per precinct in each polling location during a typical 12-hour Election Day.

K.   Accommodates Absentee/Early Voting. Many benefits to robust absentee/early voting programs have been identified and, at times, experienced in Marion County. A new voting system should provide for an easy, adaptable, and efficient program for early and absentee voting – by mail, in person, travelling absentee board and military/overseas. A new system should be adaptable so as to allow for future possible

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expansion of early in-person voting in Marion County, as well as an efficient program for tabulating and integrating a centralized count of absentee ballots on Election Day in one location.

L.   System durability. The current system has been in use and performed relatively well and consistently for over a decade and used (in some form) for the last 18 Marion County elections. A new voting system (providing for anticipated hardware use, maintenance, and replacement) should be at least as durable as the current system, and if possible provide greater durability.

*Note regarding ePollbooks. There is not consensus in Marion County as to whether electronic pollbooks should be utilized for county elections. Vendors should not include information on electronic pollbooks in their submissions.

4.   ANTICIPATED DELIVERABLES FOLLOWING A POTENTIAL FUTURE REQUEST FOR PROPOSALS (RFP) PROCESS

A.   State certified voting equipment for 600 or more precincts, absentee/early voting, and centralized absentee ballot counting that would permit the Election Board to administer all elections in Marion County in a manner that complies with the Indiana Election Code in all respects. This should include all hardware for recording, tabulating, and printing records ("paper-trail" and machine results) by precinct for each election, as well as any equipment or hardware necessary to transmit results from precincts to central database for integration and tabulation of results and election reporting.

B.   Software Licenses to accomplish all necessary system functions, including but not limited to the following:
    i.   Data management software
    ii.   Ballot creation software
    iii.   Ballot printing software
    iv.   Hardware programming software
    v.   Election reporting software
    vi.   Communication or other network software
    vi..   Any other proprietary software necessary to utilize voting equipment to record, tabulate, report, manage, and store votes and voting information.

C.   Additional equipment and hardware. This would include any and all computers, servers, or other computer and networking hardware that might be necessary to operate the voting system as a whole as designed and intended.

D.   Provide election support services, including:
    a. Initial election system and equipment delivery and installation
    b. Initial election system integration and training
    c. Election coding per election
    d. Network and hardware maintenance

e. System testing services per election

f. Preparation of sample ballots

g. Ballot printing services (including sample/demonstration ballots, as well as official absentee and Election Day ballots)

h. Pre-election setup

i. Assistance with early/satellite voting facilities

j. On-going training of Board staff

k. Election services and equipment consulting

l. Election Day support, including:

    i. Election Day reporting

    ii. provision of qualified mechanics

    iii. election day troubleshooting

m. Results canvassing and certification services

E.   Guarantees and Warranties

5. SUBMISSION CONTENTS

Submissions in response to the REI should include the following elements as provided in FORM A, FORM B, and FORM C attached:

<u>A Description of Relevant Experience, Qualifications and References (FORM A)</u>. In completing FORM A below, Respondents are to provide a brief description of demonstrated experience with jurisdictions of comparable size, corporate financial stability, reputation, qualifications, and examples of similar projects/relationships by the Respondent. Reference names and contact information should be provided for each example provided.

<u>Statement of Interest (FORM B)</u>. In completing FORM B below, Respondents should state the reasons why the Respondent is interested in entering into a relationship with the Board, and why Respondent believes its firm would be a creative, helpful, and successful partner with the Board. Please describe ideas that demonstrate creativity in solving the challenges associated with performing services under the Agreement and assisting the Board in meeting its goals.

<u>Statement of Preliminary Proposals Regarding Conceptual Approach (FORM C)</u>. In completing FORM C, Respondent should reflect its assessment the Board's Objectives as provided in Section 3 above and provide brief statements regarding Respondent's conceptual approach to each of the stated objectives, including whether or not you are available to perform activities to support those goals. Please also provide a brief description of proposed pricing, cost, and contractual models to achieve the most cost-effective means to achieve the County's stated objectives as an initial matter. Please utilize FORM C to describe other ideas that demonstrate creativity in solving the challenges associated with

performing services under the Agreement and assisting the Board in meeting its objectives.

6. PROCESS AND SCHEDULE

A.   Submission Deadline: Responses to this REI must be submitted by 4:00 p.m., EDT, October 11, 2013

B.   Schedule- The Board has or intends to take the following actions:

➢ Issue this REI and distribute it to known potential Respondents (September 18, 2013);
➢ Obtain Submissions of Interest from Respondents;
➢ Staff and Election Board review of Submissions of Interest;
➢ Schedule 15 minute Respondent presentation during meetings of the Election Board on October 16, 2013 or November 13, 2013 upon request by a Respondent and based on availability and time constraints of the Election Board members;
➢ The Election Board will decide at a public meeting whether or not to move forward with a Request for Proposal (RFP) based on the submissions in response to this REI.

7. SUBMISSION REQUIREMENTS

Each submission should be bound and typed on single sided, 8.5" x 11" paper in English using no less than 11 point font with 1" margins. Drawings or other graphic representations may be provided on 11" x 17" paper. The submissions should include a Table of Contents that identifies the major sections as outlined herein and any illustrations, tables, charts or graphics included in the submission. Submissions (including all exhibits and attachments) shall not exceed 30 pages. A complete copy of the submission should also be submitted in PDF format, emailed to angie.nussmeyer@indy.gov or sent on a compact disc along with the written proposal to the address indicated below.

One current company brochure annual report or other financial statement may be submitted if available.

The Board encourages all certified Minority Business Enterprises (MBE's) and Women business Enterprises (WBE's) to submit responses to this REI and will not discriminate against any individual of firm on the grounds of race, color, sex, physical handicap or national origin in the selection process. MBE and WBE qualifying firms should indicate in what jurisdictions they are certified.

The Board will consider partnering, joint venture, and teaming efforts. Please indicate the work and estimated percentage of the total system operations to be performed by each participant within the Respondent's submission.

The Board reserves the right to reject any submissions received after the submittal deadline, or that are not signed on Form "A."

*Disclaimer Regarding State Requirements. Nothing in this REI is intended to circumvent, change, or conflict with state law requirements with respect to a particular vendor's ability to market election systems to jurisdictions in Indiana. Respondents do so based on their respective circumstances at their own risk and should do so only upon the advice of their own legal counsel.

*Note Regarding Confidential Materials. To the extent portions of materials submitted in response to the REI contain confidential trade-secrets under Indiana Code § 5-14-3-4(c), Respondents are asked to separate, seal, and mark such portions within Respondent's submission. Only those portions of materials submitted containing trade secrets should be sealed and marked confidential; it will not be acceptable to seal the entire submission. The Board will comply with the Indiana Access to Public Records Act based on its own evaluation of materials submitted and upon the advice of its counsel.

All responsive material must be sent to the following address:

Angie Nussmeyer
Director of Elections
City-County Building
200 East Washington Street
Indianapolis, IN 46204

All responses to this REI must be received by the Board no later than **4:00 p.m. (EDT), October 11, 2013.** The Board reserves the right to reject late submittals summarily.

STATEMENT OF QUALIFICATIONS

FORM "A"
Qualifications Statement

Local Office or office where majority of services and communications will be performed:

1.   Company Name: MicroVote General Corp

       Street: 6366 Guilford Ave

       City: Indianapolis, IN

       Telephone: 317-257-4900 cell 414-2780

       Fax: 317-254-3269

       Primary Contact Person: Steve Shamo

       E-Mail: shamo@microvote.com

2.   Home Office (Parent Firm, if applicable)

       Company Name: _____

       Street: _____

       City: _____

       Telephone: _____

       Fax: _____

       E-Mail: _____

       Principal in Charge: _____

3. Type of Organization

_____ Individual   _____ Partnership   __X__ Corporation

_____ Joint Venture   _____ Other

If other, please explain: _____
_____

Does the firm qualify as Minority Business Enterprise (MBE)? _No_____
Does the firm qualify as a Woman Business Enterprise (WBE)? _No, but our manufacture,_
In what jurisdictions is the firm certified as such? _____ Carson Manufac,
_____ Does qualify.

When was the firm established? __/ / 1 __/84_____
Day / Month / Year

4. Principals and Officers

List all principals and officers of the company below by full name and title. Attach
separate sheet if necessary.
James Ries, President; Mandy Miller, Operations Manager;
Bill Haas, Director of Cust. Service; Steve Shams, Indiana
Representative; Bill Whitehead, Tennessee Representative.
_____
_____

5. Professional Liability Insurance

Does your company presently carry any business insurance that for which the
Board can be named as an additional insured or which is otherwise available to
support claims of liability or non-performance by your company? _____
_____Bond available by request_____

If yes, indicate limits: _Set forth by bond_____
_____
_____
_____

If no, would you carry such insurance if awarded a contract for performance of
services for the Board? _____Yes_____

6. If this work is being proposed as a joint venture, please indicate the work and
estimated percentage of the total project to be performed by each firm. Specify
which firms are MBE/WBE participants.
_____Not a joint venture_____
_____

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7. Experience

List below the five (5) most relevant or similar projects or contracts that are ongoing or completed within the last five (5) years. Include professional fee amount or contract payment terms.

	Project Type & Location	Types of Services	Owner / Agency	Professional Fee/ Contract Payments
1.	Ongoing: Lake County, IN	Full Election	County	Varies upon service
2.	Ongoing: Hamilton County, IN	Full Election	County	Varies upon service
3.	Ongoing: Allen County, IN	Full Election	County	Varies upon service
4.	Ongoing: Delaware County, IN	Full Election	County	Varies upon service
5.	Ongoing: Hendricks County, IN	Full Election	County	Varies upon service

8. Attach any additional information that may be useful in evaluating your firm.

- 47 Indiana Counties vote on MicroVote
- Over 65% of Indiana Registered Voters vote on MicroVote.
- MicroVote Infinity has no ongoing ballot printing cost
- Lowest cost per voted ballot available
- Marion County Company.
- No need for separate ADA Device

Signed By: _____ STEVE SHAMO _____

Title: _Indiana Representative_____

Company Name: _MicroVote General Corp_____

Address: _6366 Guilford Ave_____

Telephone: _317-257-4900 / 317-414-2780___

E-Mail: _Shamo @ microvote.com_____

Date: _____

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STATEMENT OF QUALIFICATIONS

FORM "B"
Statement of Interest
(may not exceed one page or 300 words)

State the reasons why you are interested in obtaining an Agreement with the Board, and why you believe your firm would be a creative, helpful, and successful partner with the Board.

Rather than interest in obtaining an agreement, we are interested in learning more about the scope, desire, and reasoning of the board pertaining to the inquiry into a new voting system. If it proves that the requirements and wishes of the board fit within the parameters of our voting system and our company, we will proceed with an attempt to obtain a contract with the board. Too often in our industry companies secure a contract before fully divulging shortcomings, limitations, or additional costs. We look forward to learning more and offering our experience to the investigation. — SHAMO

STATEMENT OF QUALIFICATIONS

FORM "C"
Statement of Preliminary Proposals
Regarding Conceptual Approach

Assess the Board's Objectives as provided in Section 3 of the REI and provide brief statements regarding your conceptual approach for utilizing your products and services to accomplish each of the stated goals and descriptive items listed under each goal, including whether or not you are available to perform activities to support those goals, and any pricing and cost information and/or conceptual models you want the Board to consider as an initial matter.

The MicroVote system accomodates all of Section 3 with the conceptual exceptance of section (G). The system can generate a paper trail of every ballot caste and no additional cost. This audit is not susceptable to manual manipulation, as is the current Maron count ballot system. It has proved publicly and legally acceptble in every recount.

Ms. Angie Nussmeyer
Director of Elections
City-County Building
200 E. Washington St.
Indianapolis, IN 46204

notes on pg. 21

October 11, 2013

Dear Ms. Nussmeyer:

RBM Consulting, LLC has provided elections services for Marion County for the past five years. Our partnership with Marion County's staff has enabled us to fully understand your unique requirements and assign experienced, knowledgeable RBM team members — with the necessary expertise to achieve your goals — to work with you throughout the election process.

We have built a model that accommodates your schedules, provided RBM personnel as needed and worked with your staff, at your facility — not off site — to ensure open, transparent communication. We are committed to this partnership and hope to continue assisting you in conducting successful elections within your timeframe, budget and requirements.

RBM Consulting is very interested in continuing our relationship as Marion County's service provider and expanding that relationship to include the necessary election equipment, software and current technologies, resulting in an improved, state-of-the-art election system that meets or exceeds all the objectives stated in your REI. Our proposed system, paired with services from RBM, can greatly improve Marion County's current operation and build on those improvements well into the future.

We look forward to meeting with you and your staff to discuss in detail why continuing and expanding your relationship with RBM is the best course for Marion County.

Sincerely,

Daniel Brennan
President

Table of Contents

Form A: Statement of Qualifications

Office where majority of services and communications will be performed:
RBM Consulting, LLC
130 Lafayette St.
Ottawa, IL 61350
815-993-3300

Primary contact: Keith McGinnis (kmcginnis@gorbm.com)
Type of organization: Corporation: Also see VBE, WBE and MBE partner participation, Exhibit A,B, C
Firm established: February 1, 2007
Principals and officers:
- Daniel Brennan, President
- Dan McGinnis, Managing Partner
- Keith McGinnis, Partner
- Todd Mullen, Partner

Professional liability insurance:
- Commercial liability, $4,000,000/occurrence, $4,000,000 aggregate
- Professional liability, $4,000,000/occurrence, $4,000,000 aggregate

Experience:

Project Type, Location & Contacts	Types of Services	Owner/Agency	Professional Fee/Contract Payments
Marion County, IN *Project Type:* RBM provides full service election support that includes Project Management equipment maintenance (650 M100's and iVotronic), coding support and ballot production (625,000 per election) *Contacts:* Elizabeth L. White, Clerk Angie Nussmeyer, Director of Elections 200 East Washington Street, Suite W-144 Indianapolis, IN 46204 317-327-5117	Full service	Marion Election Commission	Approximately $900,000/year
Vanderburg County, IN *Project Type:* RBM provides full service election support that includes Project Management, iVotronic and M-650 maintenance for over	Full service	Vanderburg Election Commission	Approximately $225,000/year

500 units in addition to coding, testing, and absentee ballots. System is now used in a Vote Center Configuration. *Contact:* Debbie Stucki Vanderburgh County Circuit/Superior Courts Civic Center Courts Building, Room 216 Post Office Box 3356 Evansville, IN 47732-3356 812-435-5162			
St. Joseph County, IN *Project Type:* RBM provides full service Project Management, coding support, equipment maintenance (240 M100's and AutoMark), ballot production and election day support. *Contact:* Terri J. Rethlake St. Joseph County Clerk 101 South Main Street South Bend, IN 46601 574-235-9635	Full service	St. Joseph Election Commission	Approximately $250,000/year
Jackson County, IN *Project Type:* RBM provides full service Project Management, coding support, equipment maintenance and election day support for Unisyn Voting Systems; 33-OVO and 30-OVI hardware and software. *Contact:* Amanda L. Lowery, Clerk 111 S. Main St. Brownstown, In.47220 812-358-6117	Full service	Jackson Election Commission	Approximately $60,000/year
Polk County, IA *Project Type:* RBM provides maintenance of M-100's and 650's and onsite ballot printing. *Contact:* John Chiodo, Election Director 120 2nd Avenue, Ste. A Des Moines, IA 50309 515-286-2076	Hardware maintenance ballot production	Polk Election Commission	Approximately $150,000/year

In addition to the references listed above, RBM Consulting members have managed elections for the City of Chicago, IL; Cook County, IL; Franklin County, OH; Allegheny County, PA; and statewide system implementations in Hawaii and Rhode Island, among others. All projects were in excess of $2 Million per year.

Signed: _Kind M'N_____ Date: _10/10/13_____

Keith McGinnis, Partner
RBM Consulting, LLC
130 Lafayette St.
Ottawa, IL 61350
815-993-3300
kmcginnis@gorbm.com

Form B: Statement of Interest

Five years ago, Marion County had a problem: The County had a functional voting system but didn't have a functional service provider.

Enter RBM Consulting, LLC. We came in with a new approach: a partnership between vendor and customer, which examined each election function and redefined conventional models.

One major change — just one of many — involved bringing election coding in-house, turning a labor-intensive, three- to four-week process into a manageable, one-week in-house task. This allowed time for more thorough testing, which has made election day much smoother and less stressful for everyone involved.

This is just one of the changes that have taken place. The common thread through has been RBM Project Manager, Janet Buchanan. Janet has been able to be on-site, be accessible, and utilize her 25 plus years of election experience to enhance and improve the election support for Marion County. Her attention to detail and exceptional communication skills are a major reason for success.

Now, five years later, Marion County faces a new challenge: You have an exceptionally functional service partner, but a voting system whose functionality is waning.

We still believe the best solution is a partnership with state-of-the-art-technology. RBM/Unisyn Voting System's software platform is open-source, with off-the-shelf components. This means Marion County would no longer be held hostage by vendors who withhold parts or services — as the previous vendor has done and continues to do. RBM/Unisyn will continue to customize Marion County's system within state and federal guidelines.

The RBM/Unisyn system also provides unparalleled flexibility. ADA units can be used in early vote locations, reducing waste by eliminating the need to inventory ballots. Our requirements for this proposal are to provide equipment for 600 precincts, but five or ten years from now, the County might want to convert to vote centers. This system can be reconfigured to handle those requirements. This flexibility is key to this proposal.

In fulfilling the requirements of this REI, RBM is offering a creative, collaborative, customizable system we are confident will lead to another successful partnership with Marion County.

RBM believes our history has demonstrated all of these attributes, and this new product offering will take us to new technological heights.

Form C: Statement of Preliminary Proposals Regarding Conceptual Approach

Because of HAVA and an ever-changing voting demographic, the voting landscape is changing, too. The RBM/Unisyn system fits the Board's blueprint for today's use, but it also provides room for expansion and change as the Board sees fit. Below, we will cover Marion County's objectives, point by point, and how RBM plans to address each of them. Detailed system components and definitions can be found in **Addendum A: System Components and Definitions** and **Graphic A: Voting Process.**

The new system would be implemented by your current elections partner, RBM. Trusted, qualified, experienced team members will make the transition to a new system much smoother. Understanding Marion County's staff capabilities and unique needs make all the difference between success and failure.

RBM/Unisyn will provide a system that is:

A. Secure.
Security is the backbone of the RBM/Unisyn system. From a system standpoint, there are two forms of security: physical and digital.

Physical security dictates that access to hardware elements of the OpenElect system is protected. The OpenElect voting device components are configured in closed cases with a single power connection cable. Hardware ports are disabled during voting, and access to removable media is locked. All in-precinct units have locks and seals to prevent and detect unauthorized access. A hardware BIOS password is set to prevent any chance of the BIOS defaulting to an unprotected state. In addition, all units run on an encrypted partition.

Access to user features and menu options are password protected, and all actions performed on a device will be logged by each unit and can then be uploaded into the central election management system (OCS) later for review.

The second form of security is digital. Each device comes preconfigured with a limited-access Linux operating system. This has been custom built by Unisyn so that only the required support software and utilities are installed. All other unnecessary ports and or services are completely removed for maximum security.

Each election has a randomly generated 256-byte AES encryption key that is created as part of the election definition file. The key is used to encrypt all election files, including log files.

In addition to the security measures listed above, the OpenElect system also maintains an image of each ballot cast, stored on the OVO or OVCS and uploaded into the central system after the election. Scanned images of each ballot cast may also be used to audit the accuracy of the system. These images are also the basis for RBM/Unisyn's Adjudicator software, which allows county staff to view ballots on screen.

Vote tally data is stored in an encrypted file, which is written to three storage locations (hard drive, TM and secondary USB drive) each time a ballot is cast. Each time new data is written, the system performs an integrity check across all three storage locations to ensure that the written data matches exactly.

B. State certified.

The Unisyn voting system, and all necessary elements thereof, are certified by the State of Indiana through the Indiana Election Commission (IEC). See **Addendum B.**

C. Cost effective.

RBM's service prices include:

- All software fees, eliminating software licensing and firmware fees from current equipment manufacturer
- Temporary staffing costs for election day, eliminating additional third-party fees
- Two on-site printers to reduce ballot printing expense and improve ability to print ballots more efficiently

And because RBM uses OVIs for early voting, combined with the ability to print ballots on site, our pricing will reduce your current ballot-printing expense by at least $88,000 each election year.

MARION COUNTY HARDWARE/SOFTWARE CONFIGURATION
Six-Hundred Precincts and Three Hundred-Ten Polling Places

DESCRIPTION	QTY	PRICE	TOTAL
OPENELECT (OVO) UNITS WITH BALLOT BOX Includes: Transport Media, One Year Warranty, Firmware License, Transport Case	650	$5,735.	$3,727,750.
OPENELECT (OVI) UNITS FOR DISABLED Includes: ADA keypad, Headset, One Year Warranty, Firmware License, Transport Case	650	3,750.	2,437,500.
HARDWARE ACCEPTANCE AND TRAINING	90	1,350.	121,500.
OPENELECT SOFTWARE SUITE (OCS) Includes: Ballot Layout Mgr.(BLM) Election Mgr.(EM) Election Server (ES)Tabulator Client (TC), Tabulator, Tabulator Reports (TR) Absentee Ballot Mgr. with Full Adjudication MySQL License	1	280,200.	280,200.
NETWORK CENTRAL PROGRAM/TABULATOR Modem Site Hardware and Software	1	185,000.	185,000.
OPENELECT VOTING CENTRAL SCAN 150 Ballots Per Minute	2	53,965.	107,930.
Transport Media	650	72.00	46,800.
Digital In-House Printers	2	N/C	N/C
Shipping	1	85,000.	85,000.
M-100 and iVotronic Trade-In	1	100,000.	(100,000.)

DESCRIPTION	QTY	PRICE	TOTAL
TOTAL PURCHASE			$6,891,680.

SIX YEAR (6) Lease Proposal with estimated annual payments of $1,226,194.88. Subject to then current interest rates.

Hardware purchase can be substantially reduced by lowering the number of units.

SHIPPING COST ESTIMATE IS $85,000. AND WILL BE BILLED AT ACTUAL.

MARION COUNTY SERVICES PRICE SHEET

MARION COUNTY PROFESSIONAL SERVICES AND BALLOTS

ELECTION YEARS: 2014; 2015; 2016; 2017;2018; 2019

2014 Election Service, Supplies and Hardware Maintenance Fees

Assumes One General and One Primary Election	Quantity	Unit Price		Total Price
Hardware Maintenance OVO andOVI	1300	Warranty	$	-
OpenElect Voting Central Scan	2	Warranty	$	-
Firmware License OVO and OVI and OVCS 1300	1300	Warranty	$	-
OVCS Firmware	2	Warranty		
OpenElect Central Suite Software License	1	Warranty	$	-
Project Management and Support Services	236	$ 1,350.00	$	318,600.00
Pre-Election Testing, Election Day Support	280	$ 800.00	$	224,000.00
			$	-
Ballot Printing	900,000	$ 0.28	$	252,000.00
OVI Paper Rolls	2,400	$ 18.00	$	43,200.00
		Total	$	837,800.00

2015 Election Service, Supplies and Hardware Maintenance Fees

Assumes One General and One Primary Election	Quantity	Unit Price		Total Price
Hardware Maintenance OVO and OVI	1300	$ 150.00	$	195,000.00
OpenElect Voting Central Scan-Hardware	2	$ 2,825.00	$	5,650.00
Firmware License OVO and OVI	1300	$ 60.00	$	78,000.00
OVCS Firmware	2	$ 550.00	$	1,100.00

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OpenElect Central Suite Software License	1	$ 59,000.00	$ 59,000.00
Project Management and Support Services	236	$ 1,350.00	$ 318,600.00
Pre-Election Testing, Election Day Support	280	$ 800.00	$ 224,000.00
			$ -
Ballot Printing	900,000	$ 0.28	$ 252,000.00
OVI Paper Rolls	2,400	$ 18.00	$ 43,200.00

Total $ 1,176,550.00

2016 Election Service, Supplies and Hardware Maintenance Fees

Assumes One General and One Primary Election	Quantity	Unit Price	Total Price
Hardware Maintenance OVO and OVI	1300	$ 150.00	$ 195,000.00
OpenElect Voting Central Scan-Hardware	2	$ 2,825.00	$ 5,650.00
Firmware License OVO and OVI	1300	$ 60.00	$ 78,000.00
OVCS Firmware	2	$ 550.00	$ 1,100.00
OpenElect Central Suite Software License	1	$ 59,000.00	$ 59,000.00
Project Management and Support Services	236	$ 1,350.00	$ 318,600.00
Pre-Election Testing, Election Day Support	280	$ 800.00	$ 224,000.00
			$ -
Ballot Printing	900,000	$ 0.28	$ 252,000.00
OVI Paper Rolls	2,400	$ 18.00	$ 43,200.00

Total $ 1,176,550.00

2017 Election Service, Supplies and Hardware Maintenance Fees

Assumes No Elections	Quantity	Unit Price	Total Price
Hardware Maintenance OVO and OVI	1300	$ 150.00	$ 195,000.00
OpenElect Voting Central Scan-Hardware	2	$ 2,825.00	$ 5,650.00
Firmware License OVO and OVI	1300	$ 60.00	$ 78,000.00
OVCS Firmwarre	2	$ 550.00	$ 1,100.00
OpenElect Central Suite Software License	1	$ 59,000.00	$ 59,000.00
Project Management and Support Services	0	$ 1,350.00	$ -
Pre-Election Testing, Election Day Support	0	$ 800.00	$ -
			$ -
Ballot Printing	0	$ 0.28	$ -
OVI Paper Rolls	0	$ 18.00	$ -

Total $ 338,750.00

2018 Election Service, Supplies and Hardware Maintenance Fees

Assumes One General and One Primary Election	Quantity	Unit Price	Total Price
Hardware Maintenance OVO and OVI	1300	$ 160.00	$ 208,000.00
OpenElect Voting Central Scan-Hardware	2	$ 2,825.00	$ 5,650.00
Firmware License OVO and OVI	1300	$ 60.00	$ 78,000.00
OVCS Firmware	2	$ 550.00	$ 1,100.00
OpenElect Central Suite Software License	1	$ 59,000.00	$ 59,000.00
Project Management and Support Services	236	$ 1,375.00	$ 324,500.00
Pre-Election Testing, Election Day Support	280	$ 825.00	$ 231,000.00
			$ -
Ballot Printing	900,000	$ 0.28	$ 252,000.00
OVI Paper Rolls	2,400	$ 18.00	$ 43,200.00

Total $ 1,202,450.00

2019 Election Service, Supplies and Hardware Maintenance Fees

Assumes One General and One Primary Election	Quantity	Unit Price	Total Price
Hardware Maintenance OVO and OVI	1300	$ 160.00	$ 208,000.00
OpenElect Voting Central Scan-Hardware	2	$ 2,825.00	$ 5,650.00
Firmware License OVO and OVI	1300	$ 60.00	$ 78,000.00
OVCS Firmware	2	$ 550.00	$ 1,100.00
OpenElect Central Suite Software License	1	$ 59,000.00	$ 59,000.00
Project Management and Support Services	236	$ 1,375.00	$ 324,500.00
Pre-Election Testing, Election Day Support	280	$ 825.00	$ 231,000.00
			$ -
Ballot Printing	900,000	$ 0.28	$ 252,000.00
OVI Paper Rolls	2,400	$ 18.00	$ 43,200.00

Total $ 1,202,450.00

D. Accurate.

The accuracy of the RBM/Unisyn system is beyond reproach.

Our system has been tested on the federal level with 45 different marking devices. (Other systems' testing has been limited to one or two devices.) There are very few marking devices that cannot be read by the OVO or OVCS. If a voter uses a nondetectable marking device, the ballot will be returned to the

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voter as a blank ballot on the OVO and highlights the exception on the OVCS. This ensures that no vote will be missed simply because of the marking device used.

The new system improves current accuracy levels.

E. Accessible (HAVA compliant).

The HAVA compliant aspect of the system is the OpenElect Voting Interface (OVI). The OVI is a robust, multifaceted ADA voting device that can also accommodate early voting and non-geographical use.

The system is easy to use and poll worker friendly. Simply plug the system in, and you are ready to vote. No longer will poll workers have to plug in additional items or accumulate results at the end of the day. All ballots cast on the units will run through the OpenElect Voting Optical Scan (OVO) or through the OpenElect Voting Central scanner (OVCS) for a single source of results. Ease of use for the voter and poll worker, and ease in post-election activity make this product the industry leader.

The voting interface is a 15-inch touch screen with the following features:
- 2005 certification to the Voluntary Voting System Guidelines (VVSG) by the United States Election Assistance Commission (EAC)
- Hardened Linux and Java platform
- HAVA compliant keypad, sip-and-puff, and headphone functionality
- Accommodates voters through multiple methods including wheelchair access, zoom-in ballot function and audio assistance for the visually impaired
- Allows voters with disabilities to prepare their ballots independently and privately
- Provides a paper trail, recountable document, and a ballot image that Marion County does not have today. This auditable redundancy does not exist with the current system Marion County has in place.

The flexibility of the OVI is what really sets it apart from the competition. Dual functionality allows it to be used for walk-in, early voting, or vote center environments.
- Non-geographical use for early voting
- Unique ability to print ballots of varying sizes (patent pending)
- Provides for write-in candidates when authorized
- Ballots are printed in easy to read format for review
- Scalability to accommodate any jurisdiction
- Transparent system that supports accountability
- Easy to maintain modular design provides easy transport and setup for poll workers
- Ballots can be scanned into the OpenElect® Optical Scan (OVO) or secured for central tabulation (OVCS)
- Produces a variety of precinct reports and an auditable record of voter choices
- High level of physical and software security instills confidence for poll workers and voters
- Disclosed software code as part of a procurement process with jurisdiction
- Supports multiple languages
- Ranked Choice Voting (RCV)

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When HAVA was enacted it allowed those with special needs, for the first time, the opportunity to vote independently and privately.

As time has passed, the only issue most election administrators see is that the units might not get used as much as they would like. The OVI changes this: its ease of use and dual functionality make it a truly superior solution.

F. Adaptable.

Adaptability and flexibility are this system's hallmarks. The OVO can handle single precinct–based elections, early voting with all precincts on a single unit, or a vote center environment. The OVI also handles each of these scenarios.

For further flexibility, OVOs can be used in a central location to handle absentee ballots or, if needed, a full central count election. Another alternative is high-speed central tabulation using the OpenElect Voting Central Scan (OVCS). These scanners tabulate all ballots in an absentee or pure central count environment.

The RBM/Unisyn solution offers enhanced adaptability with two tabulators (OVO and OVCS) that can read multiple sized ballots on either system.

No one knows what the future holds, but our system is equipped to accommodate today's needs and ready for change when necessary.

G. Paper Trail.
The RBM/Unisyn system is, by definition, an optical scan system that produces a paper trail.

Each voter receives a precinct-specific paper ballot once they've been declared eligible to vote. The voter then blackens the oval next to the candidate or issue of their choice. When finished, the ballot is deposited in the OVO for tabulation and secure storage.

All special-needs voters, walk-ins, early voters or any other voters can use the OVI to cast their ballots. The voter simply navigates the ballot via the 15-inch touch screen or ADA accessories. When finished, the unit produces a printed ballot that is then run through the OVO or OVCS. All results are automatically accumulated in a single unit, requiring no action by a poll worker.

The flexibility of the system allows for additional OVI units to be used now or in the future at the precinct level. Employing these additional units would solve the ongoing cost of the paper system. The OVI produces ballots only for those who opt to vote, eliminating waste from unused paper ballots.

The paper trail requirement is important because of ongoing costs and planning for future needs. No other vendor can provide as complete a solution as the RBM/Unisyn solution does for Marion County.

H. Ease of Use for Voters.
The ease and quickness for all voters will be improved upon in the new system.

The OVO is an easy-to-use optical scanner that tabulates all ballots. The voted ballot is simply placed in the scanner and accepted into the unit. A 7-inch screen notifies voters if they have over-voted the ballot — and specifies which race. The voter then has the option of remarking the ballot or casting it as is. When finished, the scanner thanks them for voting and tallies the total votes cast on a public counter.

The OVI is the HAVA compliant component for voters with disabilities. The OVI greatly enhances the voter experience with features like font enhancement, sip-and-puff devices, navigational paddles and a white-on-black option for those with color blindness. The new system will truly be accessible for all.

I. Ease of Use for Poll Workers.
From a poll worker's point of view, the system couldn't be easier.

Both the OVO and the OVI simply need to be plugged in at the precinct and they are ready to go. A simple message to open polls with a single response option is all it takes. As stated earlier, all ballots are deposited in the OVO, eliminating the need to plug in various devices after voting ends to accumulate results from multiple units.

Poll workers are invaluable, and they have enough responsibilities simply handling voters on election day. Complex equipment shouldn't be a cause for poll worker frustration. Equipment should be the least of their concerns.

J. Small Footprint for Small Voting Spaces.
The RBM/Unisyn system has a very small footprint. A single OVO is all that is needed in each precinct. One unit can quickly tabulate all the ballots for a given precinct during a typical 12-hour election day.

The OVI can be placed on a table or in a voting booth at the precinct. Both units will take up less space than is currently used.

K. Accommodates Absentee/Early voting.
Flexibility is the major difference between the RBM/Unisyn system and the others.

The new system will allow you to keep your current absentee system in place, changing nothing. It also would allow for small changes like counting the absentees centrally on election day. This could be done on OVO units or use high-speed OVCS units. (That would be up to the Board.)

The number of early-vote locations is also up to the Board, but the OVI could be used by all voters in each location, eliminating the need to stock or print excess ballots. These ballots could then be counted at the precinct, centrally on OVO units, or by the high-speed OVCS unit.

The final option: vote centers. The flexibility of the system permits this on a continued basis, or in a single situation, like a small special election.

The voting landscape is changing. The RBM/Unisyn system fits the Board's election needs today, but also provides room for expansion and change as the Board sees fit. No other system brings this kind of flexibility.

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L. System Durability.
The durability of our system goes hand in hand with the support that RBM brings to the project. Led by our on-site project manager, equipment maintenance will be job one. All units will be identified by individual serial number.

Any maintenance activity, repair or adjustment will be logged and kept on record for viewing at any time, which will help us determine what takes place from election to election. This is also a great tool to track chronic problems with a particular unit or track how the delivery team is handling the units during transportation.

RBM understands that well-maintained equipment leads to smoother elections and less stress on election day.

For additional information on RBM's Election Management System and technological components, see Addendum A (System Components and Definitions) and Graphic A (voting process visual).

Anticipated Deliverables Following a Potential Future
Request for Proposals (RFP) Process

A. State certified voting equipment for 600 or more precincts, absentee/early voting, and centralized absentee ballot counting that would permit the Election Board to administer all elections in Marion County in a manner that complies with the Indiana Election Code in all respects.

The Unisyn voting system, and all necessary elements thereof, are certified by the State of Indiana through the Indiana Election Commission (IEC).

Equipment includes all hardware for recording, tabulating and printing records (paper trail and machine results) by precinct. It also includes hardware necessary to transmit results from four remote sites to a central database.

B. Software licenses to accomplish all necessary system functions.
Marion County will be provided with and maintain all programs, utilities, upgrades and software licenses.

RBM will install, configure and test all required software and hardware upgrades. All software license fees are included in the six-year professional services agreement.

Software licenses to accomplish all necessary system functions, including but not limited to the following:
- Data management software
- Ballot creation software
- Ballot printing software
- Hardware programming software
- Election reporting software
- Communication or other network software
- Any other proprietary software necessary to utilize voting equipment to record, tabulate, report, manage, and store votes and voting information.

C. Additional equipment and hardware. This would include any and all computers, servers, or other computer and networking hardware that might be necessary to operate the voting system as a whole as designed and intended.
RBM Consulting will provide all the necessary components to operate the voting system as a whole, as designed and intended.

D. Election support services.
The included project management documents (Addenda C-F) address the following support services below:

- Initial election system and equipment delivery and installation
- Initial election system integration and training
- Election coding per election

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- Network and hardware maintenance
- System testing services per election
- Preparation of sample ballots
- Ballot printing services (including sample/demonstration ballots, as well as official absentee and election day ballots)
- Pre-election setup
- Assistance with early/satellite voting facilities
- On-going training of Board staff
- Election services and equipment consulting
- Election day support, including:
    - Election day reporting
    - Provision of qualified mechanics
    - Election day troubleshooting
- Results canvassing and certification services

RBM Consulting has provided the services described above for the past five years. We have also included all necessary services for initial election system and equipment delivery/installation and initial election system integration and training.

Guarantees/warranties.
The hardware and software have a one-year warranty which will begin after system acceptance.

Addendum A: System Components and Definitions

OCS (Election Management System): As part of its support to voting jurisdictions, Unisyn provides the OCS System (Election Management) to support elections on the OVO, OVI-7, OVI-VC and OVCS systems.

Ballot Layout Manager (BLM), version 1.1, uses a database to create and store precinct and district information, as well as an interface to create, check, translate and produce the ballot styles a jurisdiction needs for an election. The BLM output is printer-ready artwork of all ballots, in all languages, and the Unisyn election definition file, which is needed within the Election Manager module.

Election Manager (EM), version 1.1, converts the Unisyn election definition file to a Unisyn-specific XML format and prepares compressed, *encrypted* election files for output to the Election CD (CD-ROM). The EM allows the jurisdiction to add voting device–specific options for elections. For example, whether to check contests for undervotes, blank ballots, etc. Allowance or disallowance of certain features, and other options, are done at this point.

The EM also creates and manages technician, administration passwords. The EM produces encrypted, compressed files that are written to CD by a utility (included on Unisyn's standard OCS Server Image) and then loaded onto the voting devices. The CD is also used by the post-election OCS components for post–election day processing.

Election Server (ES), version 1.1, loads the correct system time and date onto the voting devices and uses the Election CD created by the EM to download new election data, via a closed and secure network, to (OpenElect Voting System) OVS voting devices. The Election CD created from the jurisdiction's election data is inserted into the CD-ROM drive of an Election Server laptop (or desktop PC) for use at the jurisdiction's Election Warehouse.

The Election Server updates the system clock and downloads new election data to the voting devices. The Election Server logs each device's connection and download. The end result: a voting device system ready for an election at any voting precinct.

Tabulator Client (TC), version 1.1, retrieves vote files from the Transport Media (a USB flash drive) devices and transfers the files to the Tabulator, then notifies the Tabulator that a new file is present. Following an election, Transport Media from each poll location are delivered to a central count location, uploaded and converted to a database format that the jurisdiction can use for unofficial and official canvass reporting. The Tabulator Client can reside on the same PC as the Tabulator or on a PC that communicates with the Tabulator via a secure, closed network.

Tabulator, version 1.1, receives and validates uploaded voting data, and provides a status of uploaded files as well as handling RCV functionality. OCS uses the Tabulator database to store results from all precincts.

Tabulator Reports (TR), version 1.1, accesses data from the Tabulator database to generate the necessary unofficial and official reports.

Software Server (SS), version 1.1, updates and validates voting device client software.

The suite of software products, as described above, was designed to be scalable by allowing each module to run in either a standalone environment or a networked environment. In a standalone configuration, all or select modules reside all on one OCS server. In a networked environment OCS really shines.

In a more advanced network configuration environment (closed network only for security reasons), individual workstations can be assigned for specific purposes such as uploading results, reporting results, monitoring upload status, scanning absentee ballots, etc. This design allows large counties to tailor their OCS experience to their exact needs.

Adjudicator, version 1.1, allows users to view scanned images of Unisyn ballots from both the OVO and the OVCS high-speed counter. Once ballot images are uploaded into the OCS server (automatically done during the results upload process), users are able to determine exactly how the scanner interpreted ballot marks. Unisyn has given Adjudicator an intuitive interface which filters out correctly marked ballots from ballot images that require attention and then highlights potential issues on a per ballot basis.

With the appropriate user credentials, an Adjudication user can make real-time corrections to the ballot and upload the changes into the server. Every action taken by users within the Adjudicator application is logged and archived.

OVO: a full-page, dual-sided, digital optical scan system that scans, validates voter ballot pages, retains a full ballot image for every ballot cast and provides a summary of all ballot pages cast.
The OVO consists of the following components:

- **Personal Computer (PC),** computer component with preinstalled software. A new election loaded via the Election Server or a USB device sets passwords, parameters and ballot styles for that election.
- **Touchscreen Display,** a 7-inch color, liquid crystal display (LCD) monitor with touch panel for input and display. The LCD monitor provides 800x600 physical resolution and a pressure sensitive (resistive) touch panel.

Ballot Reader · Ballot Reader Indicator · Touchscreen · Power Switch (back of unit) · Printer · Transport Media (under Touchscreen)

- **Transport Media,** an industrial-grade USB thumb drive that provides the means of transporting audit logs, ballot page images and vote files from the precinct on Election Night to Election Headquarters where the central count system resides.
- **Ballot Reader,** a dual-sided scanner connected to the PC to scan data from marked ballot pages. The reader accepts ballot pages into an attached ballot box or rejects unaccepted ballot pages back out to the voter. Voters receive a response.
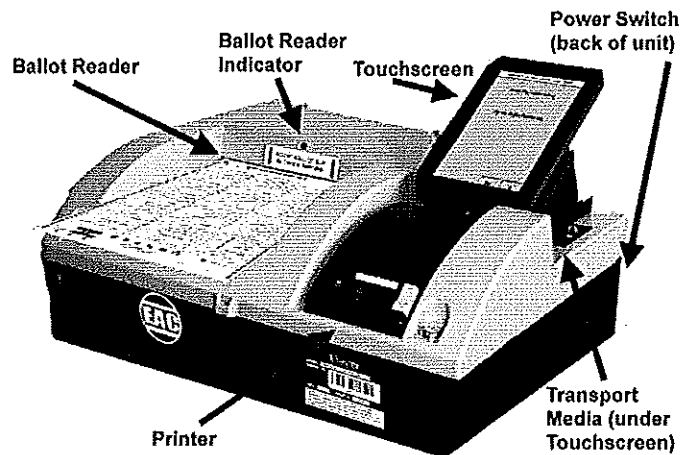
- **Printer,** a thermal receipt printer connected to the PC, prints messaging for the voter and poll worker to review, voted receipts and reports after close.
- **UPS (not shown),** a separate uninterruptible power supply that supplies two hours of operations when power is interrupted to the precinct.

An OVO system consists of system components integrated in a custom case. The system is designed for easy transport and setup, and requires minimal maintenance.

The OVO has two user modes:
- **Voting mode** serves election data and records voting activity on election day. It will not allow voting to be opened unless the system has determined that it is election day.

- **Maintenance mode** provides administrative, supervisory and maintenance functions. Maintenance mode requires a password to load elections, run a logic test and diagnose problems, and a supervisor password to run special sessions.

OVI: The OpenElect Voter Interface is an innovative solution that enables all voters, regardless of needs, the ability to cast their ballots independently and privately. The OVI supports ADA requirements and walk-in early voting requirements.

Each OVI is equipped with all ballot styles for the county. This feature allows the device to adapt to an early voting center device. A password and ballot identifier are required to access the correct ballot style for each voter.

The OpenElect Voter Interface unit features a 15-inch, full-color touchscreen display that is easy to read, making voting simple and error free. The OVI will present each contest on the correct ballot to the voter in visual or optional audio formats. Visually impaired voters navigate the ballot using the audio ballot and ADA keypad or touchscreen input to make their selections. Voters validate their selections by listening to the audio summary prior to printing their ballot. Once printed, the ballot is inserted into an OVO for tabulation or is deposited into a secure ballot box for central tabulation.
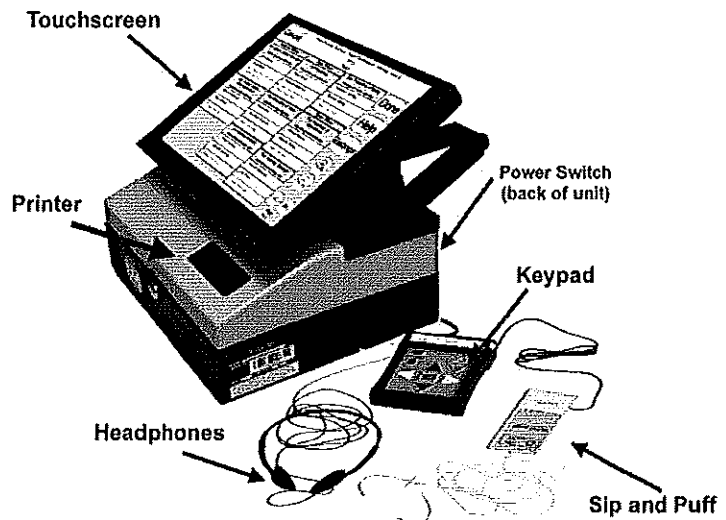
The OVI facilitates special-needs voters through a variety of methods including wheelchair access, sip-and-puff, zoom-in ballot function and audio assistance for the visually impaired. The OVI provides for write-in candidates when authorized. Voters input candidates' names via the ADA keypad using headphones, touchscreen or sip-and-puff device. Each OVI can support multiple languages for both visual and audio ballots, allowing the voter to choose their preferred language.

> **Key feature:** ADA voters can use the ADA-compliant system without any inconvenience or disruption to the rest of the voting process. This simultaneous feature is key, as it is common for

special-needs voters to need extra time to vote. Having the ADA-compliant system independent from the precinct scanner eliminates the need for the county to have two scanners at the precinct, as is the case with all-in-one systems.

The OVI provides an interface for disabled voters to vote independently and securely. The voter can make selections on the ballot using a variety of interface options, and review their selections. The completed voter assisted ballot is printed and may be fed into the OVO or OVCS ballot reader for casting.

The OVI generates a log file that is stored on the unit's TM, and can be printed via the Election Manager. This log shows the processes performed throughout the day and provides statistics such as number of ballots printed per precinct. This feature makes opening and closing the polls in an early vote center very easy to perform.
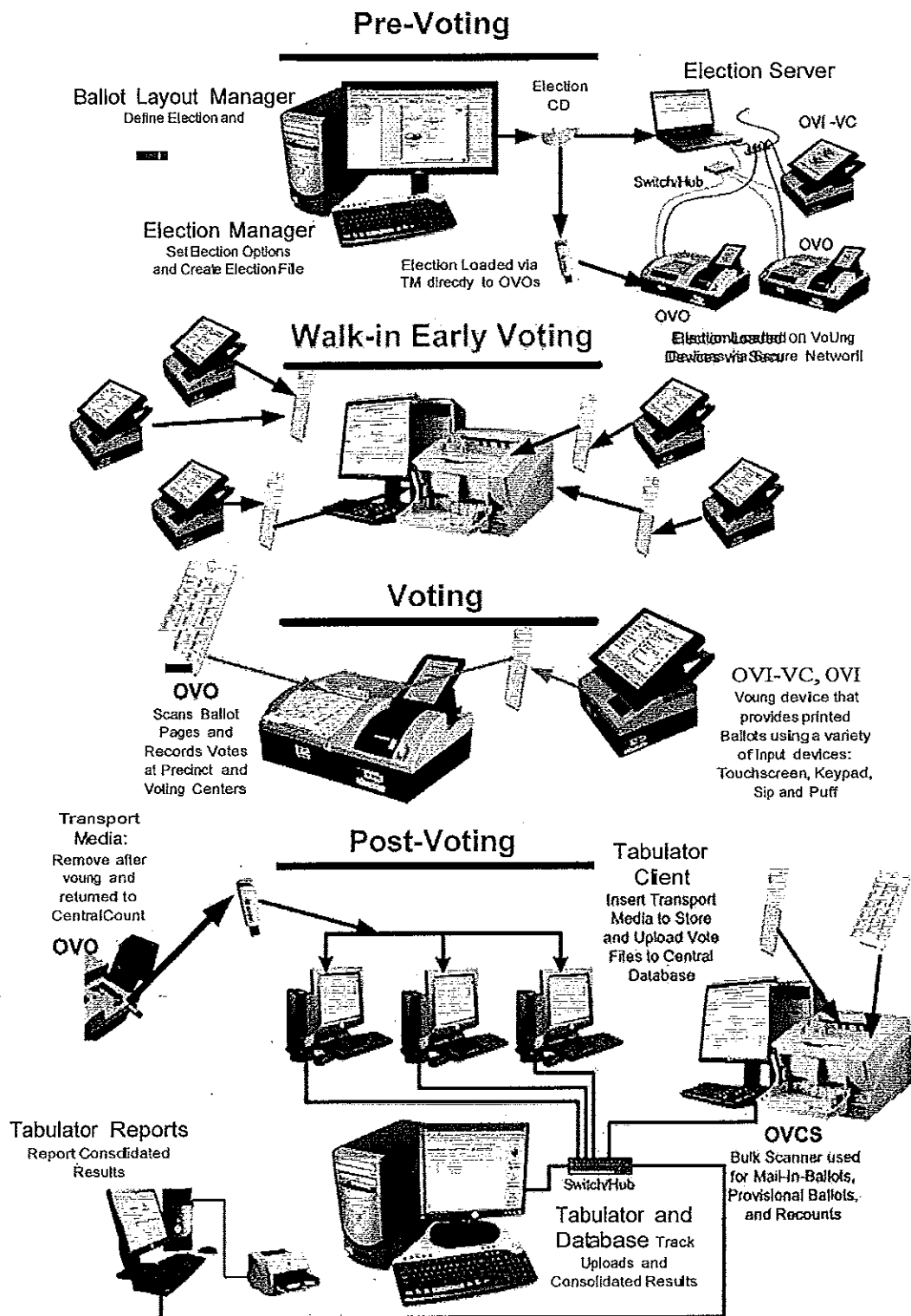
Sighted voters can use the OVI as a touchscreen device, similar to those currently in use by the county. Another significant advantage of the OVI technology is the fact it prints a ballot on blank thermal paper stock, should the precinct run low on preprinted ballots. In case of emergency of ballots running low, several OVI devices could be dispatched to the precinct in lieu of waiting on preprinted ballots.

This early voting/vote centers unit has capability to contain all ballot styles to accommodate non-geographical use at satellite voting locations. The OVI-VC supports multiple languages and rank choice voting (RCV), and produces complete precinct audit logs and reports.

See attached diagram (Graphic A, next page) for a look at how the RBM/Unisyn voting system works together throughout the election process.

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Graphic A: Voting Process

Pre-Voting

Ballot Layout Manager
Define Election and

Election Manager
Set Election Options
and Create Election File

Election CD

Election Loaded via
TM directly to OVOs

Election Server

OVI -VC

Switch/Hub

OVO

OVO

Election Loaded on Voting
Devices via Secure Network

Walk-in Early Voting

Voting

OVO
Scans Ballot
Pages and
Records Votes
at Precinct and
Voting Centers

OVI-VC, OVI
Voting device that
provides printed
Ballots using a variety
of input devices:
Touchscreen, Keypad,
Sip and Puff

Transport
Media:
Remove after
voting and
returned to
CentralCount

OVO

Post-Voting

Tabulator Client
Insert Transport
Media to Store
and Upload Vote
Files to Central
Database

OVCS
Bulk Scanner used
for Mail-In-Ballots,
Provisional Ballots,
and Recounts

Tabulator Reports
Report Consolidated
Results

Switch/Hub

Tabulator and Database Track
Uploads and
Consolidated Results

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Addendum B: Certification Documentation

STATE OF INDIANA

Indiana Election Division

Trent Deckard, Co-Director
J. Bradley King, Co-Director

Indiana Election Division
302 West Washington Street, Room E204
Indianapolis, Indiana 46204-2767
Phone: (317) 232-3939
Fax: (317) 233-6793

September 30, 2013

Mr. Chris Ortiz
Business Development & Certification Manager
Unisyn Voting Solutions
2310 Cousteau Court
Vista, CA 92081-8346

RE: OpenElect voting system, version 1.1

Hardware: OpenElect OVO, Revision E; OpenElect OVI (7 inch), Revision F; OpenElect OVI-VC (15 inch), Revision A; OpenELect OVCS, Version 1.0; Dell and Sun Microsystems COTS hardware as specified in June 28, 2012 Indiana Election Commission minutes

Firmware: OpenElect OVO version 1.1; OpenElect OVI (7 inch), Version 1.1; OpenElect OVI-VC (15 inch), Version 1.1; OpenElect OVCS Version 1.1.

Software: Ballot Layout Manager, Version 1.1; Election Manager, Version 1.1; Software Server, Version 1.1; Election Server, Version 1.1; Tabulator, Version 1.1; Tabulator Client, Version 1.1; Tabulator Reports, Version 1.1, Adjudicator, Version 1.1; Scripter, Version 1.1; Validator, Version 1.1; Logger, Version 1.1; Common, Version 1.1.
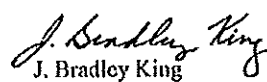
Dear Mr. Ortiz:

On September 26, 2013, the Indiana Election Commission found that the Unisyn voting system described above complied with IC 3-11-7 and 3-11-15 and recertified this voting system for use in Indiana elections.

The approval granted by the Commission will expire October 1, 2017, as provided by Indiana Code 3-11-7-19 and 3-11-7.5-28. If you have questions, please let us know.

Very truly yours,

Trent Deckard
Co-Director

J. Bradley King
Co-Director

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United States Election Assistance Commission

Certificate of Conformance

Unisyn OpenElect 1.1
(Modification)

The voting system identified on this certificate has been evaluated at an accredited voting system testing laboratory for conformance to the 2005 *Voluntary Voting System Guidelines (2005 VVSG)*. Components evaluated for this certification are detailed in the attached Scope of Certification document. This certificate applies only to the specific version and release of the product in its evaluated configuration. The evaluation has been verified by the EAC in accordance with the provisions of the EAC *Voting System Testing and Certification Program Manual* and the conclusions of the testing laboratory in the test report are consistent with the evidence adduced. This certificate is not an endorsement of the product by any agency of the U.S. Government and no warranty of the product is either expressed or implied.

Product Name: OpenElect

Model or Version: Version 1.1 (Modification)

Name of VSTL: Wyle Laboratories

EAC Certification Number: UNS10121966-OE-1.1

Date Issued: April 09, 2012

Mark A. Robbins

General Counsel and Acting Executive Director
U.S. Election Assistance Commission

Scope of Certification Attached

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Overview of Veteran Strategies, Inc.

Veteran Strategies, Inc. is an Indianapolis-based, multi-faceted public relations firm focusing on media relations, community outreach, and crisis communications.

Recently hailed as "the great communicator" by influential and award-winning *Indianapolis Star* columnist Matt Tully, the principal of Veteran Strategies, Robert Vane, has several years experience in strategic messaging and working with media at the highest levels.

As deputy chief of staff and communications director for Indianapolis Mayor Greg Ballard, Robert coordinated the message, handled the media, and supervised community outreach for numerous high-profile projects, issues, and events.

Most prominent among these was the proposal by the City to transfer the water and wastewater utilities to Citizens Energy Group—a transaction valued at nearly $2 billion.

Due in large part to the efforts of the entire communications team charged with messaging this proposal, the City/Citizens transaction was endorsed by both *The Indianapolis Star* and the *Indianapolis Business Journal*. Additionally, the *Star* wrote a separate editorial praising the unprecedented level of transparency with which the process was conducted.

As part of the outreach efforts for the City/Citizens transaction the communications team, under Robert's direction, coordinated dozens of public meetings around Marion County so people could educate themselves on this significant proposal.

Additionally, Veteran Strategies, Inc. is a veteran business enterprise certified by both the federal government and the city of Indianapolis. Robert served his country for three years in the United States Army as a public affairs specialist and broadcast journalist.

Current and past clients include The Greater Indianapolis Chamber of Commerce, Develop Indy, the Indiana Secretary of State's Office, the Indiana Auditor of State's Office, the Capital Improvement Board, Stand for Children, and the Indianapolis Public Library.

For Develop Indy, Robert planned and executed the media strategy for the announcement of the 16 Downtown Technology District and the renovation of Bush Stadium into apartments. *The Indianapolis Star* and the *Indianapolis Business Journal* endorsed both the 16 Tech and the Bush Stadium proposals.

Finally, Robert is also a contributing columnist for the *Indianapolis Business Journal*. He has written several pieces for the *Indianapolis Star*.

DAI
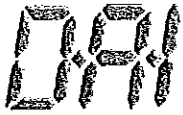
Daniels Associates, Inc. (DAI) is a WBE certified company established in 1979. DAI supports a wide range of applications and provides consulting services for many companies and governmental agencies. DAI is dedicated to providing technology solutions that enhance business processes and productivity for our clients. Whether it's a small commercial business, large corporate entity or government organization, we offer support and services that can help any organization improve its information technology business processes and share crucial information and knowledge. We're not just consulting, we're developing solutions.

As a company, we eagerly accept the responsibility to operate our business in a way that advances the quality of technology services and assists our clients in achieving their goals and establishing future goals. This ethic is embraced by all of our employees throughout our enterprise. Because of our honesty, integrity, quality of work and a proven track record, DAI has a solid and credible reputation. Our clients have stayed with DAI because we have earned their trust and our solutions work.

DAI continues to grow its enterprise because we have helped the clients we serve become more successful. Without question, DAI's primary commitment is to finding the best possible information technology solutions for our clients and implementing them professionally and painlessly. We accomplish this goal every day through our highly skilled and dedicated associates. Our consultants are leading edge specialists. Their vast experience enables them to hit the ground running on new projects. DAI's ongoing training and educational opportunities build their technological expertise on a continual basis.

Our team of consultants average more than 19 years of experience. Perhaps more remarkable is that more than one-third of them have been with DAI over 10 years. Our employees tell us that joining DAI was the best professional decision they have ever made. We realize that our employees are the key to our success. Without their talent, experience, responsiveness and responsibility, DAI would not exist. As a result, we strive continually to build a stable, healthy, enjoyable environment for our employees.

Alpha Rae Personnel Inc

Universal Staffing Services
Affiliated Nationally
Web: http://www.alpha-rae.com

Alpha Rae Company Background

Alpha Rae Personnel Incorporated is a WBE/MBE certified, staffing recruiter/personnel consulting service with a proven track record of over 25 years experience. This extensive experience allows Alpha Rae to provide our clients with a holistic approach to their HR and staffing needs, it also ensures we understand the importance of being big enough to give prompt service and small enough to be sensitive to the details.

Our full service licensed Human Resources firm offers qualified permanent, temporary and contract candidates in:

- Engineering/Technical
- Healthcare Professionals
- Call Center/Service Center Support
- Information Technology
- Sales/Marketing
- Administrative/Office Personnel
- Finance/Accounting

Our talented search team goes far beyond a candidates resume. A detailed in-depth interview is conducted and position specific testing is completed, giving the client company a universal staffing perspective on the candidate's star qualities.

Alpha Rae works strategically with our clients to fill all of their HR and Employment needs. That strategy may include any or all of the following services:

- Managed Service Provider
- Employment Services for permanent, temporary or contract employees
- Exclusive contracts enable Alpha Rae to act as your company's Human Resources Department on-site or off-site
- Human Resources Consulting
- Off-site Engineering and Technical Writing
- Employee Training Classes
- Outplacement Services
- Specialized Searches

Alpha Rae is centrally located with our corporate headquarters in Fort Wayne, Indiana, a satellite office in Indianapolis, Indiana and have customized services for clients in the following states:

- Arkansas
- California
- Florida
- Georgia
- Illinois
- Indiana
- Kentucky
- Louisiana
- Maryland (Washington D.C.)
- Massachusetts
- Michigan
- Minnesota
- Missouri
- Nevada
- New Mexico
- North Carolina
- New York
- Ohio
- Pennsylvania
- South Carolina
- Tennessee
- Texas
- Utah
- Wisconsin

Awards and Recognition

- Indiana Department of Administration Award for highest number of jobs created within Indiana in 2009
- Top 50 Women Owned Businesses in State of Indiana in 2011
- Top 100 Small Businesses in Indiana in Diversity Business
- Recognized as Minority Business of the Year by both the City of Fort Wayne and the Fort Wayne Chamber of Commerce

Certifications:

Women Business Enterprise National Council Certification (WBENC)
National Minority Supplier Development Council Certification (NMSDC)
State of Indiana Minority and Women Business Enterprise Certification
City of Indianapolis Minority/Women Business Enterprise Certification
Chicago Minority Supplier Development Council Certification
Dallas/Fort Worth Minority/Women Business Enterprise Certification

PollChief®
A Division of Konnech

Konnech®
Election Administration Tools
4211 Okemos Road Suite 3 & 4, Okemos, Michigan 48864
Phone: 517-381-1830, Fax: 877-301-0793

ABVOTE®
A DIVISION OF KONNECH

October 8, 2013

Angie Nussmeyer
Director of Elections
City-County Building
200 East Washington Street
Indianapolis, IN 46204

Re: Request For Expression Of Interest, Marion County Election Board, Election Systems And Services

Dear Ms. Nussmeyer:

This is to express Konnech, Inc.'s interest in participating in the subject election project.

Although the Konnech does not manufacture the voting equipment which the REI addressed, we create adjunct software that would help the county to better administer and maintain the equipment, as mentioned in section 4e of the REI.

We create an elections data warehouse which, among other functions, manages the elections assets, i.e. the machines, their attachments such as memory cards, security seals, sip-and-puffs, power cords, etc. Management of controlled assets means: creating a chain of custody; recording their storage area; recording their movements in-and-out to elections, repair shops, polling places, training classrooms, etc; providing checklists to guide the pre- and post-election logic and accuracy tests, and tracking the progress of those tests; creating an alert when critical items aren't turned back in on election night; assigning the machines to specific precincts or vote centers; monitoring the loading of machines onto delivery trucks to ensure the wrong machine doesn't get delivered to the wrong precinct; mapping the delivery routes; and keeping the property management records in a HAVA-compliant manner. It also profiles each polling location, to ensure they're suitably set up and equipped before the machines are delivered.

The county could, if desired, later add other modules of the elections data warehouse which would help the election board in performing most of its functions discussed in the Voter Experience Project report referenced in the REI.

Sincerely,

Eugene Yu
President
Konnech, Inc.

RECEIVED

OCT 11 2013   10:07AM

Elizabeth L. White

Contents

STATEMENT OF QUALIFICATIONS

FORM "A"
Qualifications Statement

Local Office or office where majority of services and communications will be performed:

1. Company Name: _____ Konnech, Inc. _____

    Street: _____ 4211 Okemos Rd Ste 3 _____

    City: _____ Okemos MI   48864 _____

    Telephone: _____ 517-381-1830 _____

    Fax: _____ 877 301-0793 _____

    Primary Contact Person: _____ Laura Potter _____

    E-Mail: _____ laura@konnech.com _____

2. Home Office (Parent Firm, if applicable)

    Company Name: _____ Konnech, Inc. _____

    Street: _____ 4211 Okemos Rd Ste 3 _____

    City: _____ Okemos MI 48864 _____

    Telephone: _____ 517-381-1830 _____

    Fax: _____ 877 301-0793 _____

    E-Mail: _____ laura@konnech.com _____

    Principal in Charge: _____ Eugene Yu _____

3. Type of Organization

_____ Individual   _____ Partnership   __X__ Corporation

_____ Joint Venture   _____ Other

If other, please explain: _____

_____

Does the firm qualify as Minority Business Enterprise (MBE)? ____NO____
Does the firm qualify as a Woman Business Enterprise (WBE)? __NO____
In what jurisdictions is the firm certified as such? NOT APPLICABLE _____

_____
When was the firm established? _____5 / April / 2002_____
                              Day / Month / Year

4. Principals and Officers

List all principals and officers of the company below by full name and title. Attach separate sheet if necessary.

Eugene Yu, President
Laura Potter, Account Manager
Kelly Shettler, Service Manager
Heather Zeng, Engineer Lead
Zone Xu, Support Lead

5. Professional Liability Insurance

Does your company presently carry any business insurance that for which the Board can be named as an additional insured or which is otherwise available to support claims of liability or non-performance by your company? _____
Yes

If yes, indicate limits: __one million US dollar._____

_____

_____

If no, would you carry such insurance if awarded a contract for performance of services for the Board? _____

6. If this work is being proposed as a joint venture, please indicate the work and estimated percentage of the total project to be performed by each firm. Specify which firms are MBE/WBE participants.
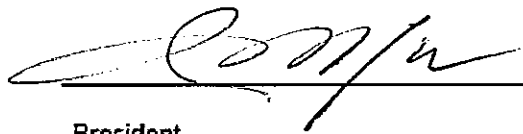Not applicable—no subs or partners
_____

_____

7. Experience

List below the five (5) most relevant or similar projects or contracts that are ongoing or completed within the last five (5) years. Include professional fee amount or contract payment terms.

	Project Type & Location	Types of Services	Owner / Agency	Professional Fee/ Contract Payments
1.	Election Management System	Asset Management	Leon County FL	$125,000
2.	Election Management System	Asset Management	Alachua County FL	$100,000
3.	Election Management System	Asset Management	Hillsborough County	$150,000
4.	Election Management System	Poll Worker Portal	Allen County IN	$70,000
5.	Election Management System	Assets Workers Places Help Desk	Edmonton ONT	$500,000

8. Attach any additional information that may be useful in evaluating your firm.

Please see attachment.

Signed By: _____

Title: President

Company Name: Konnech, Inc.

Address: 4211 Okemos Rd Ste 3, Okemos MI 48863

Telephone: 517-381-1830

E-Mail: eyu@konnech.com or Laura@konnech.com

Date: 10/8/2013

STATEMENT OF QUALIFICATIONS

FORM "B"
Statement of Interest
(may not exceed one page or 300 words)

State the reasons why you are interested in obtaining an Agreement with the Board, and why you believe your firm would be a creative, helpful, and successful partner with the Board.

Konnech, Inc. is a dedicated elections software development firm steeped in the creation of elections management software.

Our sophisticated software designs reduced City of Detroit's poll worker management time by 50%, sped their poll worker payroll processing time by 75%, and reduced the poll worker complaint hotline from 315 calls in 2008 to one in 2009. Leon County Florida states that the election asset warehouse management time has been reduced by two thirds. Alachua County Florida's election warehouse manager states that due to PollChief's assset management, his two elections this year were "perfect".

Our PollChief asset management program would bring the same degree of excellence and efficiency to Marion County's voting systems, no matter which machines should be selected, and will do so even if no new voting systems are purchased at all. The asset management system will assure longer life to the voting system by keeping track of their software updates, preventive maintenance sessions, problems, and repairs. It will also ensure that a machine never gets lost. The Board will never have to defend the accuracy of a machine, because the asset management system will guide and record the pre-and post election logic and accuracy tests.

The elections administrators will never have to call a poll worker at 3:00 am following the election to chase down a memory card or ballot box or machine she failed to turn in, because the system will alert of missing critical items before she drives away on election night. And if HAVA is providing some of the funds for the purchase, the Board can request secure that the system organizes the property management records in accordance with the Common Rule as dictated by HAVA.

We wish to become the main technology partner for the Marion County Board of Elections.

STATEMENT OF QUALIFICATIONS

FORM "C"
Statement of Preliminary Proposals
Regarding Conceptual Approach

Assess the Board's Objectives as provided in Section 3 of the REI and provide brief statements regarding your conceptual approach for utilizing your products and services to accomplish each of the stated goals and descriptive items listed under each goal, including whether or not you are available to perform activities to support those goals, and any pricing and cost information and/or conceptual models you want the Board to consider as an initial matter.

A. Secure.

Konnech's PollChief system would enhance the system security by (a) ensuring each machine is properly checked and tested before the election, by annotating the security seals, and by creating a chain of custody. The system allows input by keyboard, bar code scan, RFID, and smart phone. If the asset tester uses his/her smart phone, he can even snap a photo to record the condition of the machine.

B. State certified.

Certification not applicable for the asset management program.

C. Cost effective.

Although we realize the board is referring here to the cost of the voting systems, we'd like to point out that Konnech's PollChief system actually saves money by reducing election asset warehouse management time by two thirds. o

D. Accurate.

We'd like to point out that the asset management will help to ensure accuracy levels in the future by guiding and monitoring the pre-election logic and accuracy testing.

E. Accessible (HAVA Compliant).

This brings up several important advantages of the PollChief asset management system.

First, the system profiles the ADA accessibility of every potential polling location.

Second, the system lists any supplies or gear the election department must deliver to meet ADA guidelines.

Third, the system automatically transmits the list of necessary items for the building to the warehouse packing and planning team.

G. "Paper Trail".

So long as the paper trail exists, the need to securely store the ballots will exist. The PollChief asset management system lists the storage area and the security seals applied to the ballot storage area.

H. Ease of Use for Voters.

Konnech will include ABVote Voter Education Platform. With this free platform, the voters will be informed as to when and where they can vote and their ballot choices.

I. Ease of Use for Poll Workers.

As mentioned, Konnech will include ABVote. Because voters will be informed ahead of time, voting will be faster and lines will be shorter.

K. Accommodates Absentee/Early Voting.

Konnech's PollChief programs accommodate early voting as well as Election Day voting.

L. System durability.

PollChief's asset management system will promote longer life for the voting systems.

Attachment A –additional information

Konnech, Inc. began in 1999 and incorporated in 2002 near East Lansing, Michigan. It is a leading designer of customized solutions in web communications. Initially the company focused on emerging technologies such as VoIP and computer telephony integration and began web polling in 2003. Since 2004 we have partnered with Microsoft to develop extensive integration with common Microsoft programs. Konnech provides a comprehensive set of logistical tools for election assets, workers, locations, and help desks. This toolkit stands out with features and functions such as poll worker online portal, integrated Smartphone apps, absentee walk-in application, candidate filing, early voting, absentee ballot delivery programs designed for four States, petition monitoring, election night results posting, and voter information platform.

The City of Detroit reported on its official website that in the first year, PollChief® reduced poll worker management time by 50% and payroll processing time by 75%.

Leon County, Florida, reports that PollChief® has reduced elections inventory management time by two thirds (66%).

In the 2010 General Election Konnech's ABVote program for Nevada and Montana had the highest voter completion and was rated by the Federal Voter Assistance Program as providing the fastest and easiest process for voters as well as providing the fullest back end for election administrators from among all the programs for providing ballots for uniformed and overseas voters. In the 2012 General Election, 93% of the users in Montana rated themselves as "satisfied" or "very satisfied".

Our focus from the beginning has been to exceed our customers' expectations in both value and quality. Our goal is to equip our customers with technology that will enhance cost-effectiveness and productivity. We are able to customize solutions that fit the exact requirements of the election authority.

Konnech is a Microsoft Silver Certified Partner, a Microsoft Windows 7 phone developer, a Google Android phone developer, and a member of Microsoft Independent Software Vendors (ISV), Microsoft Hosting Solution Providers, and Apple iPhone iOS Developer Program.

Microsoft
C E R T I F I E D
Partner

 Developer

iOS Dev Center

Customer References

City of Detroit
Kim Wallace, Elections IT Director, 313-876-0543, wallacek@detroitmi.gov,
City of Detroit Department of Elections, 2978 West Grand Boulevard, Detroit, MI 48202

PollChief® reduced Detroit's poll worker management time by 50%, reduced the payroll time 75%, and reduced the poll worker complaint hotline calls from 315 in 2008 down to one in 2009.

Konnech' created the Poll Worker Management System (PWMS) at the request of the City of Detroit's City Clerk. Like elections departments everywhere, the department's data for 10,000 plus poll workers was sprawled onto of spreadsheets, Word documents, and Access tables. For the 2008 General Election, there were nearly 8,000 people to be trained as poll workers. There were substantial challenges in finding, training, organizing, and paying them.

Konnech designed a web-based program that organized, consolidated, and tracked all poll worker information. We designed Special User Interfaces (UI) for ease of use and management report templates for faster, tighter control. Konnech's communication platform integrated mass email, phone call and mail communications with reply survey tracking records. Detroit uses this mass communications capacity to broadcast thousands of calls to remind, canvass, and enroll the poll workers for training, election assignments, and other important items. 100% of poll worker management from recruiting to generating IRS Form 1099 is run by our web based hosting service.

Poll Location Management System (PLMS) organizes the City's database of precincts, polling site owners/managers and their potential buildings. The PLMS system distinguishes the best prospective polling sites from 3,000 potential sites, mapping and filtering active, potential, inactive, and special use buildings. Konnech's mass communications functions are tailored into the program.

Konnech's web based Election Night Results Posting System (ERPS) was created for Detroit in 2010. It interprets the raw tabulation data to post results to a public web site.

An Absentee Walk-In Application System (AWAS) was created for Detroit in 2012.

The modules work in concert, so since launching PLMS, Detroit (a) has eliminated the instances of trucks or poll workers reporting to the wrong location when a site has changed, and (b) has not generated a single headline of a polling location opening late. Detroit's poll worker management time has been reduced by half. The complaint hotline call volume dropped from 315 in 2007 to one in 2008.

City of Detroit
DEPARTMENT OF ELECTIONS

DANIEL A. BAXTER, *Director*   JANICE M. WINFREY, *City Clerk*   GINA C. AVERY, *Deputy Director*
Chairperson, Election Commission

Eugene Yu
PollChief® Division
Konnech Inc.
4211 Okemos Rd
Okemos MI 48864

2978 W. Grand Blvd.
Detroit, Michigan 48202-3069

(313) 876-0190   Fax (313) 876-0053

Dear Eugene:

I want to express our extreme appreciation of the considerable contribution you have made to the City of Detroit Department of Elections. I've collaborated with many technology partners in the past, but have never found one to equal your responsiveness to our specific needs. The unique design and features of PollChief® are so innovative, so different from any other election programs anywhere that City of Detroit Department of Elections has become a showcase for the Office of the City Clerk.

In the year before we instituted PollChief® we received 315 complaints from voters and poll workers; in the first year we used PollChief® in 2009, the complaints were reduced to one.

In the year before we instituted PollChief® we received hundreds of phone calls from poll workers asking for their paychecks; in the first year we used PollChief®, payroll processing time was reduced by 75% and the number of these calls dropped by about 90%.

In the year before we instituted PollChief® we made several thousand phone calls to our poll workers; in the first year we used PollChief®, our calls dropped to only hundreds.
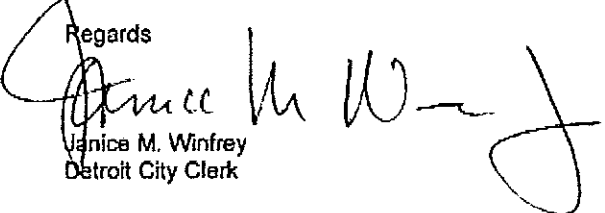
In the year before we instituted PollChief®, mass mailings to poll workers cost thousands of dollars in postage, materials, and labor; in the first year we used PollChief®, our mass mailings dropped over 50%.

In the year before we instituted PollChief®, attendance verification for training classes was a time-consuming, laborious and uncertain process; in the first year we used PollChief®, attendance verification became quick, easy, and irrefutable.

The staff for City of Detroit Department of Elections has been reduced by 33%, yet we have still been able to operate a smoothly functioning election; we thank you and PollChief® for enabling us to cope with those drastic cuts.

There is no question that City of Detroit Department of Elections looks forward to a long, loyal relationship with you and PollChief®. Thank you from us all.

Regards

Janice M. Winfrey
Detroit City Clerk

Thomas James, Elections Operation Manager, TJ@leoncountyfl.gov, 850-606-8683
Supervisor of Elections Leon County, PO Box 7357, Tallahassee FL 32314

PollChief® reduced inventory management time by two thirds for the Leon County elections department.

Leon County encompasses Tallahassee, the capital city of Florida. Supervisor of Elections Ion Sancho contracted with Konnech in 2009 to build a new election logistics management system using the basic PollChief® modules.

Leon County's elections logistics processes were replaced en masse by PollChief®. The PollChief® data warehouse manages election assets (voting systems, L&A testing, inventory, ballot tracking, drayage), Election Day call center/Help Desk, poll workers, and poll locations. The staff reports that inventory management time has been reduced by two thirds.

In the first half of 2011 Konnech built a new PollChief® module for Leon County, the Poll Worker Training Access Portal (PTAP). PTAP lets the county's poll workers go online to manage and teach themselves, saving many additional hours for the administrative staff and cultivating a better informed work force.

In March 2011 the Supervisor of Elections commissioned a major modification to organize early voting, which is now incorporated into the PollChief® suite.

Secretary of State, Montana

Casey Sjolund, HAVA Specialist, 406-444-7911, CSjolund2@mt.gov,
Montana Secretary of State, P.O. Box 202801, Helena, MT 59620

Konnech built a program to accommodate the MOVE Act delivering ballots online for UOCAVA voters in 2010.

Konnech's program for Montana's uniformed and overseas voters accrued the highest usage rate, was the fastest in the nation, the easiest to use, and provided the fullest back end for administrators, according to the Department of Defense's Federal Voter Assistance Program.

We redesigned their processes for the 2012 primary and general elections. Over 2,000 Montana uniformed and overseas voters used the system to access their ballots, over 5% filled out the survey, 93% rated themselves satisfied or very satisfied with the system (75.32% very satisfied, 17.53 % satisfied), and 5% of the users (that is, 87% of all survey takers) filled in comments.

'Montana SOS feels our ballot marking wizard has been a great success. There are so many encouraging things from military voters, and the counties have heard positive comments from the users as well. '[1]

Konnech Inc. provided excellent customer service and support to each state they supported in the Federal Voting Assistance Program Electronic Voting Support Wizard Program. Konnech was one of 5 vendors providing solutions for 20 states; providing a timely, build to suit solution for each of their states which exceeded all expectations for a proof of concept project. It was a pleasure to work with Konnech, and Eugene Yu. I commend Eugene and his company for unparalleled commitment to customer satisfaction and success."[2]

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[1] Lisa Kimmet, *Manager,Montana Deputy Secretary of State for Elections*

[2] Pamela (M.) Forbes, *PMP , U.S. Business Transformation Agency, April 4, 2011*

Allen County Indiana

Beth Dlug, Allen County Director of Elections, Beth.Dlug@co.allen.in.us, 260-449-7547

1 West Superior Street, Fort Wayne, IN 46802

Konnech created Allen County's poll location, poll worker management, and poll worker online training and access system in 2012 and 2013, so it's just at the earliest stages now.

Allen County's system is notable because they need to balance the representation of political parties in their poll worker assignment to the polls. To accommodate this need, we modified the system so each worker's party affiliation shows on the list of poll workers, and added two new user categories—a Republican member and a Democrat member. These two positions have limited access to the system; they can see the poll workers and assign them, but cannot tinker with locations or payroll.

A second new feature was incorporated because Indiana passed a law that automatic calls cannot be made to anyone who has not agreed to receive them in advance. We added the question to the workers' enrollment application, display it in their profile, and also display it in the poll worker listing. When the administrators send out a mass phone call to workers, the phone call will not go through to those who opted out, and an explanation of why the call did not go through appears to the administrator, so she knows which few remaining workers she must telephone individually.

We also adjusted the poll worker staffing process for Allen County, since some polling places need to be staffed differently than others due to size of the voting population in certain precincts.